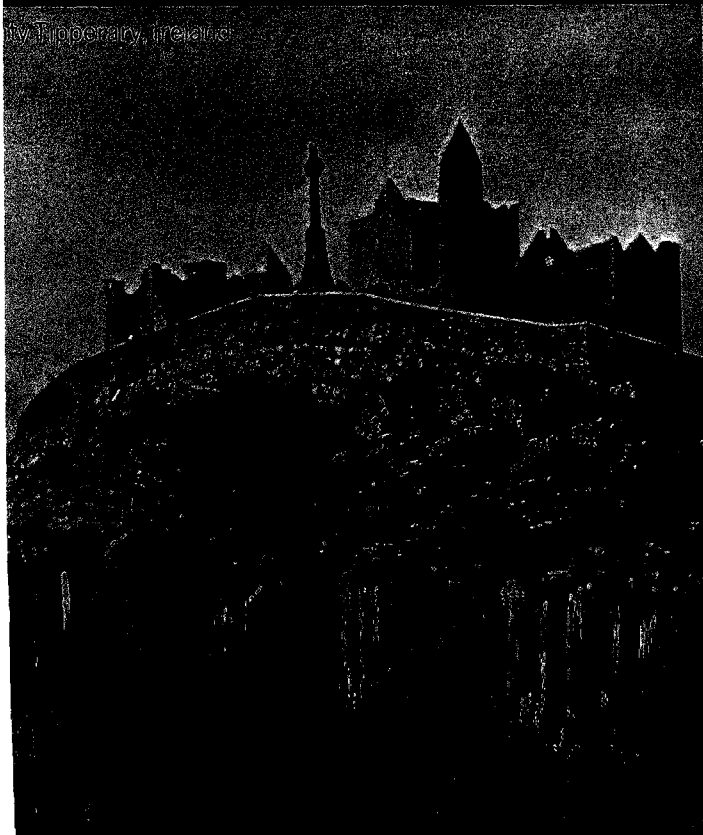
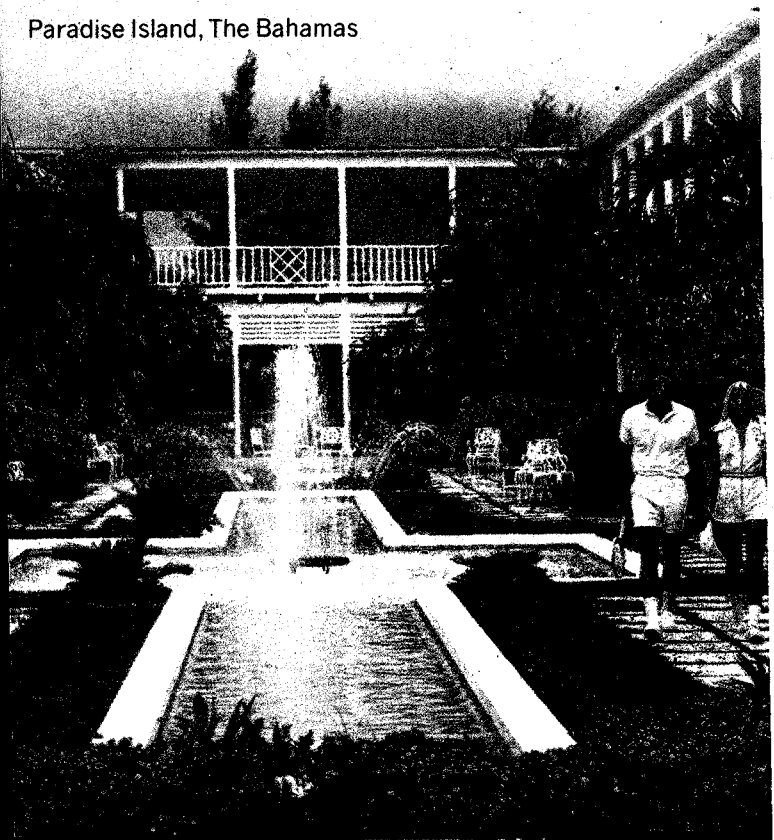
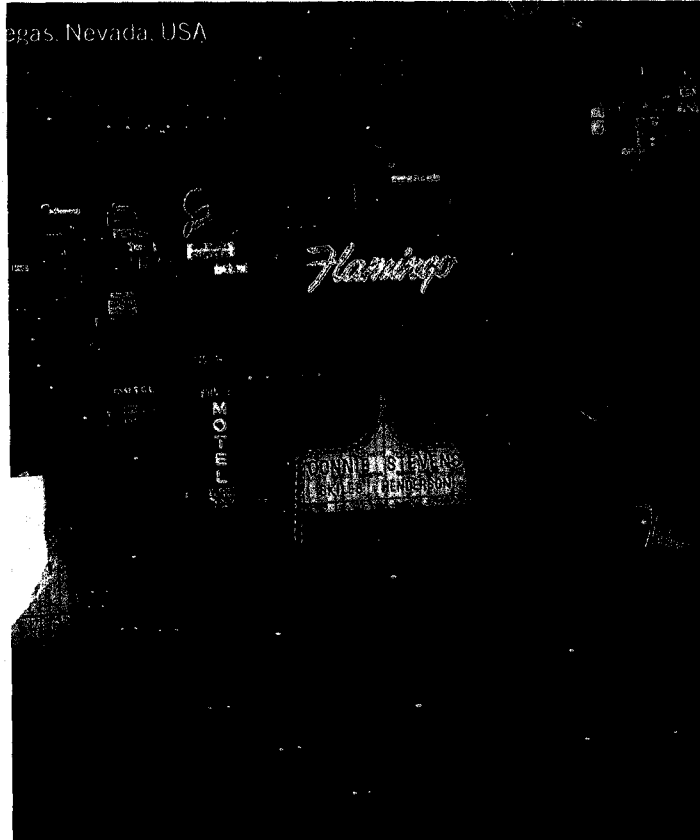


recreation management

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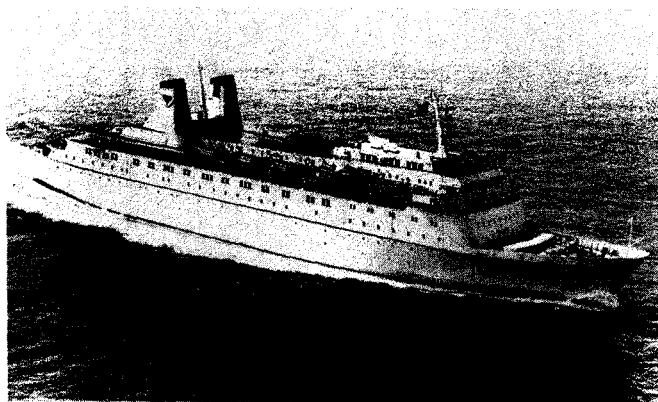


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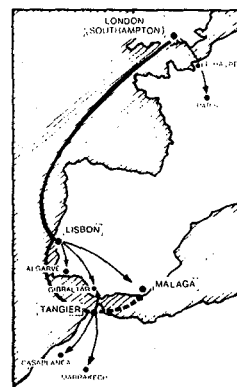
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Editor's Note

Our cover for this issue symbolizes the varied destinations available to your group travel program in 1973. We would like to express our appreciation to the following suppliers of color photographs:

The United States—Photo of Las Vegas courtesy
The Flamingo Hotel

Europe—The Irish Tourist Board

The Far East—Japan Air Lines

The Caribbean—Bahama Islands Tourist Office

Editorially this issue, "TGC's—What They Mean . . ." is meant to clear up the current confusion over the future of Affinity Charters in America. We've come as up-to-date as possible on the Civil Aeronautics Board's present stand.

Elsewhere we feature two examples of company

member travel operations. "How to Solicit Agency Bids" describes the methods used by the Metropolitan Edison Company to make tour wholesalers aware of their particular needs in group trips.

We hope that "Dictionary of Group Travel Terms" and "How to Interpret a Travel Brochure" supply your travel club with ideas and guidelines for future tours.

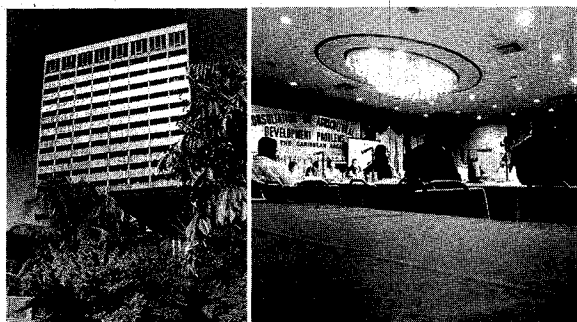
"Liability and the Company Skier" should lessen some of the worries your ski trip participants have about accidents and thefts, while your camera club could enhance its chances of winning the NIRA/Bulbhome-sponsored trip to Holland by reading "Bulbhome Contest Final Stage Near".

Kathie Kull

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A "New" Europe with a Personal Touch

Several years ago, International Travel Promotion of New York, Inc. (ITP), a 20-year veteran of group tour operations, perceived something of a phenomenon in the travel industry: American groups seemed to be traveling more but enjoying it less.

Groups returning from overseas exhibited a common characteristic—exhaustion. Convinced that too much itinerant "sightseeing" was being crowded into two- and three-week programs, ITP pioneered the eight-day, seven-night "stay put" package for groups and charters. The objective: to permit groups of any kind to relax on their overseas tours and really get to know one area of the country or the continent; and, furthermore, to accomplish this at such modest group rates that the same passengers could probably afford to do the same thing the following year in another area.

Today, the one-week group package is a staple of the Travel Industry. But, like every pioneer, ITP has developed and refined the concept. First of all, ITP specializes in Europe, the ancestral source for most Americans and the one continent that attracts more American tourists than all others combined (excepting, of course, their own country).

Focusing its attention solely on Europe means that ITP personally inspects each area, to assess the interest it would hold for American groups. The Operator then selects the hotels with special care toward convenience and comfort and arranges for competent representation overseas to assure that clients will be well taken care of during their stay.

ITP calls it "Personal Touch" service, and it has paid off handsomely. Numerous group tour organizers, travel agents and airlines now turn automatically to ITP when seeking programs anywhere in Europe. And that's where "Europe—the New Look" comes in. Based primarily on one-week programs, ITP has developed "Personal Touch" offerings in all popular and desirable areas of Europe. In total, they give Europe a "New Look" for groups and charters which, in essence, is a "good look" at the individual destination selected.

For example, various "new looks" at Spain, Portugal, London, Italy, Greece, Yugoslavia, Paris, etc. are available to suit every group, whether budget or deluxe, incentive, sales meeting or convention, golf, ski or shi-cruise. ITP continually introduces new opportunities and will even customize a program.

Thus, wherever groups organized by member companies of NIRA want to go to Europe, and whatever their travel objective, ITP can be a valuable contact. Their address is 11 West 42nd Street, Suite 631, New York, N.Y. 10036. Phone (212) 354-0100.

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J. de Beer & Son, Inc. have been manufacturing J. baseballs for 83 years and softballs for 60 years, ever since that game has been played. The firm does very little advertising, sells in every state of the country and is one of the largest manufacturers of baseballs and softballs. The business has grown through continued production of balls which give excellent service on the playing field, and at exceedingly fair prices.

NIRA company members who field baseball and/or softball teams would do well to become acquainted with J. de Beer & Son. Take their softballs: the Double-Header (the de Beer trademark) Numbers CNR and CDR are the only softballs which can be returned to the factory for re-building and re-covering at no charge except for the cost of mailing them back to the factory. These sturdy core vulcanized balls have such a rubber that they stay hard and round for many, many games.



Then there are the Clincher softballs. Those NIRA members in the Chicago or Los Angeles areas who field 16-inch softball teams are probably using the 16-inch Clincher, since it is the most popular ball of this type. If the member is fielding a 12-inch softball team in the metropolitan New York area, the team probably uses the 12-inch Clincher. These F16 and F12 Official Clincher Softballs feature a durable core and special Clincher seam, which gives double protection to the sewing thread and cannot rip.

de Beer offers a complete line of softballs for regular, slow pitch and limited flight play.

The Double-Header #100 baseball is wound with tempered baseball yarn to Major League specifications and will give as good service as any baseball made. Over the years de Beer has attained a loyal following for all its Official League and various Official Youth League balls for both game and practice programs.

To NIRA company members, J. De Beer & Son, Inc. will mail on request a brochure describing their game ball numbers and also, when available, a 1973 rule book for baseball, fast or slow pitch softball and various youth leagues. Indicate which rule books your company recreation program desires.

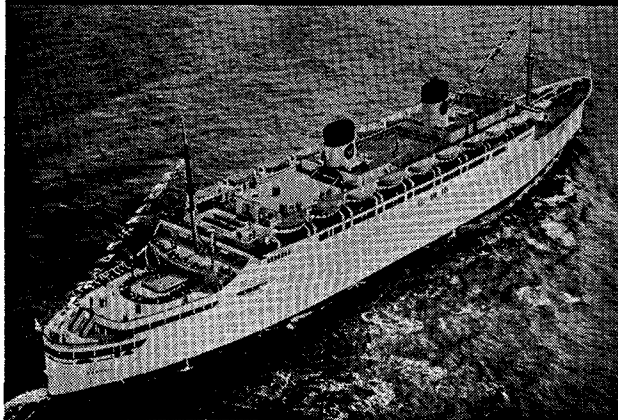
Write: Mr. F. S. de Beer, J. de Beer & Son, Inc., P.O. Box 11-570, Albany, N.Y. 12211. Telephone: AC 518-438-7871. ■

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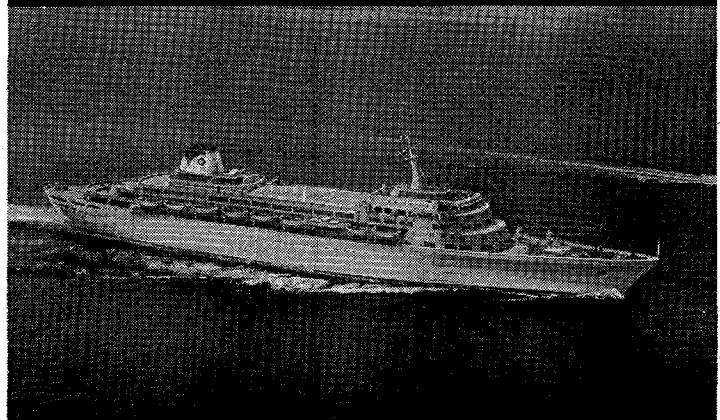
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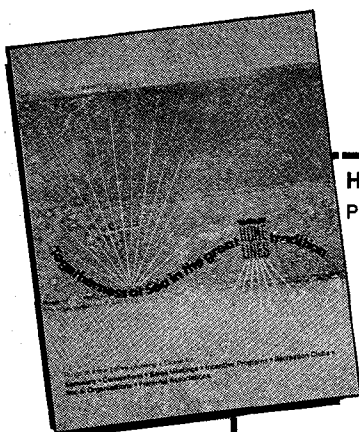
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As a recognized leader of the cruise industry, Home Lines has long been a favorite among travel planners organizing sales meetings, conventions, and incentive or recreational programs for their people. To the basic advantages of group cruises . . . the convenience of an all-in-one travel package and of a captive audience always there when you need it . . . Home Lines adds special qualities all its own: an unsurpassed reputation for lively activities, lavish cuisine and the gracious service of our all-Italian personnel. Equally important are our extensive facilities for meetings at sea and our experience in serving groups of as little as 15 to a ship's charter of 1015.

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Meet Your Board



Miles M. Carter (CIRA)

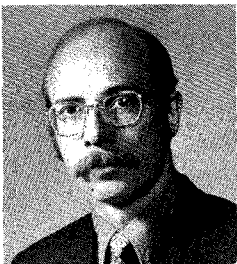


Miles Carter, Jr. is currently serving the second year of his two year term as Vice President of Program Services. In that position, he inaugurated the first NIRA Program Services Booklet, one brochure covering all tournaments and contests sponsored by the Association. Miles has also introduced many of the postal-format tournaments.

Miles has served on the NIRA board ten of the fourteen years since his company, the McLean Trucking Company, became a NIRA member. He has served as Region IV golf coordinator and for the national tournament in 1971. In general, his role in Program Services has been to bring greater organization and planning to the job.

Miles has been with McLean since 1952, having been appointed Recreation Director and Field Employment Manager in 1954. He developed a recreation program from a small group of employees who were interested in softball. He received a citation from the Industrial Division of the North Carolina Recreation and Parks Society and McLean received the United Savings - Helms Award in 1966.

Michael P. Malone



Personalized physical fitness conditioning is Mike's specialty as Director of the Health Club at Northern Natural Gas Company. This Senior Director of Region V has developed his professionalism throughout his recreation career. After majoring in English and Physical Education at Iowa University and Wayne State College, he spent four years with the YMCA. During this time he became exposed to fitness testing and power volleyball, which have remained his two favorite

professional interests.

Mike joined Northern as assistant director of the health club in 1970. He was promoted to Director in 1972. Among his accomplishments in that position were an extensive summer program and broad-based aquatic instruction and, of course, the fitness laboratory, described in detail in our April, 1972 fitness issue.

Mike feels his success with Northern's lab can be credited to the various seminars and courses in exercise and physiology he has participated in.

Besides several college workshops, a special National YMCA Physiology Seminar impressed him greatly. Featuring the world's outstanding doctors and physiologists in practical presentations, the seminar included Surgeon General Dr. Jesse Steinfeld and aerobics expert Dr. Kenneth Cooper. "This seminar had the most impact and information of anything I've ever attended," Mike says. "It was a once-in-a-lifetime opportunity". Northern Natural Gas and NIRA are sure to benefit from the professionalism and sincere interest Mike has shown in his fitness conditioning activities.

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HOTELS AND MOTOR INNS



nira news

Boat & Sports Show tickets available

NIRA company members in the Chicago area are being offered reduced rate tickets for the annual Chicago Boat & Sports Show (effective February 15th only) at McCormick Place.

This year's show, one of the biggest ever held, will include a casting pond for adults and trout fishing for children. Outdoor camping and marine supplies and equipment, as well as over 120 exhibits from resorts around the country, will be on display.

Tickets are available through the NIRA national office, Suite 234, 20 North Wacker Drive, Chicago, 60606. Admission is \$1, one half of the regular \$2 charge.

The show will run that special "NIRA Day" from noon to 10 p.m.

Referendum results

The following amendments to the Bylaws were passed by a referendum vote proposed by NIRA'S Board of Directors at its September 1972 meeting:

#1—a near unanimous vote created a ninth geographic region of membership for voting purposes. The new Region Nine (International) will be comprised of "the states, commonwealths, territories, countries, etc. outside the continental U.S. but excepting Canada."

#2—A similar overwhelming vote resulted in the transfer of the State of Virginia from Region Two to Region IV. Region IV now includes Virginia, Tennessee, North Carolina, South Carolina, Mississippi, Alabama, Georgia and Florida.

#3—A unanimous vote instituted the new category of

College and University Membership, to be available "to colleges and universities interested in Industrial Recreation . . . by virtue of membership (it) shall entitle students enrolled in their institution to receive a reduce student membership fee". College and University memberships will be available for \$35 per year.

#4—A great majority of those participating in the referendum voted to reduce the membership fee of those students mentioned in question #3 from \$10 to \$5.

Goodwill shown at Rockefeller Center, Inc.

"Toys for Boys" and "Dolls for Girls" were two programs sponsored by the Recreation Association of Rockefeller Center this recent holiday season.

The Association provided more than 200 dolls to be dressed by employees. At the same time, more than 170 men purchased a toy for Santa's pack, as later distributed by the Salvation Army.

Ski ambassadors come to your club

Boyne Country, a NIRA Associate Member, has a special program for all companies with ski clubs—the ski ambassador.

Othmar Schneider, head of Boyne's ski school and a former Olympic medal winner, and Hugo Bohm, past member of the U.S. Ski Team, are available for the comprehensive program of interviews, lectures, demonstrations and films.

Popular topics are: the new graduated length method of learning to ski, tips on equipment and clothing, skiing tips for

beginning through expert skiers, innovations in skiing techniques, course-setting and racing techniques for amateurs and professional ski racers, ski trip scheduling and cross country ski touring.

The personal appearance program is tailored in time and content to your special audience. Information on booking one of these two talented, entertaining and informative professionals for your next ski club meeting may be obtained by writing:

Ski Ambassador Program, Boyne Country, Boyne Mountain Lodge, Boyne Falls, Michigan 49713.

Winter fitness classes at MDC

A 13-week series of physical fitness classes for men, long a popular McDonnell Douglas activity, was begun January 17 in a local high school.

Calisthenics, basketball and volleyball are among the popular features of the program, held Wednesday evenings from 7:30 to 9:30 p.m.

Bowling classic set by Cabot Corp.

Planned tentatively for the weekends of February 10-11 and 17-18 is the annual Stellite Bowling Classic, organized by the Cabot Corporation.

Stellite Division employees also plan an outing to an Indiana Packers home basketball game in February or March.

Motorola holds recreation banquet

Amidst the gaiety of a roaring 20's setting, 130 members and guests of Motorola's Franklin Park, Ill. Recreation Club gathered for their annual banquet.


Dinner and cocktails began the evening, followed by the business of new members and incoming officers. Prizes for best costumes were awarded, and the group enjoyed dancing to a live orchestra for the remainder of the banquet.



Wherever you want to take your vacation, Hyatt is waiting there for you. At the foot of the Great Smoky Mountains National Park in Knoxville. On the first tee of an 18-hole course on the lush Monterey Peninsula. At the gateway to the magnificent Pacific Northwest in Seattle. In the sun and surf of Waikiki. Walking distance to Disneyland.

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See Hyatt's new space center in Houston. Our 24-story indoor park in Atlanta. Sip a Pina Colada in the largest pool in Acapulco.

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news in brief

BPA Men's and Women's Opens Set

The Bowling Proprietors of America has scheduled its second Men's U.S. Open tournament for March 4-10 in New York City's Madison Square Garden.

The Women's Open is set to begin April 30 and close May 4 in Long Island, N.Y.

A field of 96 male amateurs will compete with 96 professionals in the \$75,000 tournament. The \$30,000 Women's Open will have a 128-player field with 90 league bowlers and 38 professionals. Finals will be televised nationally.

More retire early

More employees are electing to retire early, according to the Institute of Life Insurance. The trend began to develop significantly during the 1960's and is expected to accelerate during the '70's. A study of major group pension plans in 1958 by the Society of Actuaries showed 21 per cent of those retiring doing so early. Ten years later the percentage of early retirees to the total had increased to 33.

A recent survey by the University of Oregon showed that 56 per cent of those interviewed chose to retire early in order to enjoy greater leisure.

Camping congress keynoter

William D. Ruckelshaus, administrator of the Environmental Protection Agency, will deliver the

keynote address at the Family Camping Federation third annual Congress to be held at Nettles Island, Florida, Feb. 21-23.

Mr. Ruckelshaus will address delegates on the environmental obligations of the camping industry. The theme of the three-day program is "Family Camping—Expanding Horizons".

New historic sites

The Department of the Interior has recently named two new National Historic Sites—Abraham Lincoln's family home in Springfield, Illinois and Carl Sandburg's western North Carolina farm, Connemara.

World tourism nears 200 million

Continued expansion in world travel in 1972 brought international tourism arrivals close to the 200 million mark. Global arrivals of international tourists are estimated by the International Union of Official Travel Organizations (IUOTO) at 198 millions, an increase of nine per cent over the 181 millions recorded in 1971.

Tourism in the Middle East has maintained the rapid rate of recovery begun in 1971, and tourism in African countries, particularly those bordering the Mediterranean, grew by substantial margins.

Some destinations in the Pacific and East Asia moved strongly ahead in terms of arrivals, while inter-North American travel ap-

pears to have been quieter in 1972.

The rate of growth of tourist arrivals in the Caribbean and Latin America was distinctly positive.

In Europe, international travel reached record levels in a number of Mediterranean countries, as well as in Eastern Europe, which witnessed a significant increase in tourism exchanges between neighboring countries.

The new homesites

Many residential projects, including single-family homes, apartments and condominiums, are beginning to feature recreational parks in their design.

Instead of building limited plots of land, they are acquiring large tracts of woodlands, and installing outdoor recreational facilities, as part of the residential package.

Swimming pools, golf courses, tennis courts, riding and hiking trails, skiing and ice skating are among the amenities introduced by campground operators and now taken as a matter of course in project design.

In the past, recreational parks were thought of as places for overnight visitors and vacation destinations. One example of today's attitude is the recent announcement by California's Governor Reagan to clear the way for ranchers and farmers with streams or shaded areas to open up needed facilities for growing numbers of campers.

Governor Rockefeller of New York is also clearing the way for greater use of forests and wildlife preserves for outdoor recreation and camping, both by individuals and groups.

Skeet event set

The site of the 1973 National Skeet Shooting World Championships will be the Forest City Gun Club in Savannah, Georgia. According to NSSA Executive Director James M. Leer, Jr., another record turnout is expected, with over 1,000 shooters participating during the nine-day event, July 26 through August 3.

How to interpret a travel brochure

Reprinted with permission from
the November, 1972 issue
Better Homes and Gardens

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You probably start planning your vacation by collecting stacks of travel folders. Millions are published each year by resorts, tour operators, airlines and other travel companies. Most brochures are honest and helpful. But some are misleading. A few are outright frauds.

Here are some ways to separate specific and useful information from the exaggerations or occasional deceptions.

What does it really cost?

Prices can be confusing. To avoid costly surprises, add up all charges in the brochure that are applicable to a particular trip. The low price on the cover may seem like quite a bargain, but look for any footnotes. For example:

"Plus Air Fare" means that a major cost of your vacation is not included in that low price on the cover.

"Plus Tax and Services" could add \$25 or more to a price of \$200.

"Double Occupancy" indicates that you'll pay more if you're traveling alone. Most resort and tour prices are based on two people in a room.

"Summer Supplement" signifies that from June through September you may pay an extra fee. If the resort's high season is December through April, there may be a similar "Winter Supplement".

"National Holiday Supplement" means you may pay an additional premium for vacationing on one of the new three-day weekends.

What can some of these surcharges and premiums do to your budget? Well, a current folder featuring a three-night Las Vegas package tour from New York has a \$199 price on the cover. That in-

cludes air fare, hotel, transfers and sightseeing. The price does not include tax and service charges or any meals, however. If you were to take this package and travel alone over the Labor Day weekend, for example, you'd also pay Single, Summer, and National Holiday Weekend Supplements. The real cost would not be the advertised \$199 but \$293—plus the cost of dining out for three days.

How to find a tour bargain

When you've decided which area you want to visit, gather folders from a travel agent or by writing to several competitive tour companies. Check exactly what's included in the price. Three meals a day or a roll-and-coffee breakfast? What kind of sightseeing excursions? Admissions to museums, theaters, special events? All transfers, tips and service charges?

Then you can begin to make meaningful comparisons among the tours. Some tour prices are exceptionally low for one reason: they've been "stripped down" to sell for that low price. In the process, many meals and sightseeing trips may have been eliminated, or bath-down-the-hall rooms may have been substituted for more luxurious accommodations. There's nothing wrong with buying one of these tours, as long as you know what you're getting—and not getting.

But make careful comparisons. More expensive tours that cover most of the traveling costs may turn out to be the best bargains.

What if you have to cancel?

Read the "Conditions" or "General Information" page of the folder to see if you may have to pay a cancellation fee if you don't take the cruise or tour you've purchased. Cancellation policies vary widely.

Most foreign tour prices are based on group fares. If you cancel 21 days or less before departure date, you must pay 25 per cent of this air fare. You may also have to pay an additional service charge

for the canceled land arrangements.

Other important questions are frequently answered on this page of the brochure. For instance:

If your tour is fogbound, say in England, who pays the extra hotel and meal bills? In almost all cases, you do.

Do you get a refund if you skip some features of a resort weekend package, such as dinners or a nightclub show? No.

These "conditions" may be set in small type, but it pays to read them carefully for your own protection.

Can photographs deceive?

Vacationers sometimes discover that the resort doesn't live up to its mouth-watering color photographs. How come?

There's no great mystery. It's the photographer's job to idealize the resort. A diffused dawn light may camouflage peeling-paint defects of older buildings. The room with the best beach view and newest furnishings will obviously be the one that's photographed. If the swimming pool is tiny, perhaps the photographer will take only a close-up of a pretty girl on a diving board.

Your best defense is to review the folder with a travel agent who has firsthand knowledge of the resort. You also can check independent guidebooks for recommendations. The AAA Tour Books or Mobil Travel Guides may be helpful for U.S. resorts, and Fielding's or Fodor's travel guides for overseas destinations. But be sure to use current editions. Ratings can change from year to year.

The most helpful brochures

You're probably going to put down money in advance for a destination or resort you've never seen. When you're selecting folders from a travel agent's rack, look for those that convey information.

Tired old travel phrases such as "our courteous staff caters to your

(continued on page 36)



This sea of skis (most left unguarded and unlocked) is a familiar sight these days at every ski area. Ski theft is only one of the problems that can beset your ski club.

LIABILITY

and the Company Skier

By Paul B. Copello
Insurance Administrator
United States Ski Association

Employee ski clubs were small, elite groups as recently as 10 years ago. Most members were experienced skiers joined together by their working relationships.

However, the skiing boom of the past decade has attracted large numbers of employees who are novices at the sport. Inevitably, many end their outings bearing a souvenir of their ineptness on the slopes—a plaster cast. And more and more ski clubs are being presented with equally grim reminders of their members' misfortunes—a liability lawsuit.

It is the ski club and not the sponsoring company that is named in these suits. Ordinarily, a written agreement firmly establishes the separation of the club from the firm where the club's members work. Although the company's name is used, liability connections are nonexistent.

This exposure to legal action is a growing problem for ski clubs. Not only are liability-conscious Americans seeking judgments with unprecedented fervor, but plaintiffs often cast a wide loop over every party in sight in an attempt to squeeze out money settlements that they might not be able to obtain in court.

This doesn't mean that lawsuits are waiting at every turn for every ski club. Many clubs have not experienced a single claim. Others have had to face two or three claims in a year.

So when Joe the junior file clerk falls on the ice and cracks a bone during his ski lesson, the ski club

may find itself involved in a lawsuit. While the chances of the plaintiff's winning are scant, the nuisance value of the suit is substantial. Just defending an action involves costs that can easily crush the shoestring budget of most ski clubs.

The possibility of being slapped with a lawsuit has meant that the organizers and officers of company ski clubs are having to be as well informed about negligence laws and insurance coverage as they have been about schussing and slalom. In addition, many are concerned about the increasing frequency of ski thefts. While the clubs are not liable if equipment is stolen, most feel a responsibility to help keep members—particularly newer, unwary members—from undergoing such an experience.

Company ski clubs can lessen liability and loss hazards, according to underwriters and safety experts, by following these tips:

1) Plan your ski trips far in advance so you don't have to compromise on transportation, lodging and ski areas.

2) Know your transportation arrangements. A chief grounds for suits against clubs is the allegation of failure to prudently determine the carrier's reliability. Settle all liability waivers beforehand. Be sure the carrier has adequate liability insurance.

3) Once the transportation arrangements are made, stick to them. Last-minute changes are another frequent cause of lawsuits.

A familiar story tells of charter buses overflowing and the ski club asking some members to use their own automobiles. When an auto accident occurs, the involved members legally join the ski club to a suit, charging that it failed to provide the transportation it had originally promised, and by asking members to drive their own exposed them to the dangers of passenger car travel. A case such as this might not get far in court but has considerable nuisance value.

4) Releases are important. The ski club should obtain releases from its members. Further, the club could save everyone problems if it thoroughly investigates a ski site beforehand in

the same way it checks on a charter service. If the site's ski school is an assembly-line affair, as many are, safety may be neglected. The same rule applies to any recreational facility the clubs plan on using. If the club fails to check a facility's safety profile, the club could be sued for negligence. The club also might furnish a list of safety hints for novices and veterans alike.

5) Be theft-conscious. Don't let the euphoria of good times and camaraderie dull your suspicions. Travelers are especially prone to theft, and a few well-thought-out precautions could save a lot of agony later. Novices especially should be forewarned. Even if they rent the skis, they are liable for the loss.

Besides the normal risk of baggage theft, skiers face additional threat of the theft of their

equipment. In some ski areas, theft is rampant. Police have uncovered organized professional thieves who roam the resort areas for the express purpose of stealing skis.

The United States Ski Association offers six hints that can reduce the chance of theft:

1) Swap a ski with your partner and then store them in separate locations.

2) Try to keep your skis in sight at all times.

3) Lock your skis.

4) Have your name engraved on your skis.

5) Never leave skis on a cartop carrier, especially overnight.

6) Inquire if your ski area or home police maintain registration programs, complete with big bold stickers to announce the fact. If so, take advantage of it.

(continued on page 28)

Two ways to protect your skiers: insurance from USSA's Paul Copello and ski stickers, these issued by Aspen Police to deter theft.



Dictionary of Group Travel Terms

A

AP (American Plan)—The room rate includes three meals daily; sometimes called "full pension".

ASTA—American Society of Travel Agents. The Largest international trade association for retail and wholesale travel agents, headquartered in New York City.

B

Back-to-Back—Operating tours on a continual basis, one after the other. For example, a flight arriving in a city with passengers beginning their stay would pick up passengers who were completing theirs. This scheduling eliminates unnecessary ferrying (see ferry mileage) of aircraft and makes it possible for the agent to "block" (reserve) hotel rooms on a continuing basis.

Bermuda Plan—Breakfast only included in the room rate.

Bulk Fares—Fares based on a tour operator's taking a predetermined number of seats on the same flight.

C

CP (Continental Plan)—Daily rate includes continental breakfast only with rooms.

Carrier—A public transportation company such as an air or steamship line, railroad or busline.

Charter Flight—An affinity charter flight is booked exclusively for use by a specific group of people, usually belonging to the same club or organization. Charters are paid for at a set rate per mile, thus are less expensive than regularly scheduled flights, if a large enough percentage of available seats are filled.

Seats on affinity charters are

not open for sale to the general public. They may be carried out by regularly scheduled or supplemental carriers. An inclusive tour charter flight can be sold to individuals by a tour operator or agent. A single entity charter is a flight purchased by a single individual or company, for the purpose of flying passengers to a destination. On this type of charter, passengers do not pay for the transportation; it is paid for by the individual or company buying the whole flight.

Coach—On a railway, a daycoach for ordinary short-term travel. Modern coaches have reclining chairs for overnight travel. Also, the tourist section of an airplane.

Conducted Tour—Pre-paid and pre-arranged, a group of people travel together under the guidance of a tour leader who accompanies them all through the trip. Also called an "escorted tour".

Consolidated Air Tour Manual—A publication issued jointly by U.S. airlines to list all tours offered for sale to the public, usually through retailers. It is issued semi-annually.

D

E

Demi-pension or half pension—Same as Modified American Plan, with accommodations including continental breakfast and either "table d'hôte" lunch or dinner in the price of the room.

Double—Room with one large bed for two people.

Double-Double—Room with two large beds for four people.

European Plan—Room only, no meals.

Eurailpass—Providing unlimited rail travel through 13 countries of western Europe, this service is available only through retail agents in the U.S. Fares

are flat rates for a set number of days. Adult and children's fares available.

Excursion Fare—Round trip fare at a reduced price, with limitations as to days of departure, time of day and length of stay.

Extension—A trip to be taken before, during or at the conclusion of a basic tour, for which all reservations and arrangements can be made at the same time as the basic tour.

F

Familiarization Tour—An educational program, generally for travel personnel, designed to acquaint them with a particular destination and its facilities.

Family Plan—No extra charges for children sharing parents room.

FAA (Federal Aviation Administration)—Government facility under the Department of Transportation, which exercises an overall control of airports, equipment, pilots, routes, etc., and issues mandatory requirements and standards to govern civil aviation.

Ferry Mileage—The mileage a plane is flown without passengers to where it must pick up tour members. Airlines charge for these miles, therefore the less miles called for, the lower the cost of the charter.

FIT—Foreign Independent Tour of Foreign Inclusive Travel. A tour for specific desires and requirements of the tour group. Must be pre-paid.

G

Garni—European word, meaning that the hotel has no dining room or restaurant.

G.I.T.—Group Inclusive Tour. A special rate for tours in which a specific number of people (usually a minimum of 15) travel round-trip together.

Guaranteed Reservation—An advance reservation, with payment guaranteed by a wholesaler or retailer even if the guest doesn't arrive.

H

Hotel and Travel Index—World-wide quarterly compilation of hotel facilities, rates and personnel.

Hotel Voucher—Coupon issued by tour operator to pay for all pre-paid tour features. Guest surrenders voucher at check-in; the hotel sends the voucher and bill to tour operator for payment later.

I

Inclusive Tour—A tour including all elements of the itinerary, such as hotels, meals, transportation, sightseeing, etc., prepaid.

ITC—Inclusive Tour Charter. The chartering of an entire aircraft by a tour operator or travel agent for use during an inclusive tour. An ITC must satisfy conditions as to:

- 1) minimum number of days between departure and return
- 2) hotel accommodations
- 3) the price charged must be a certain percentage more than the lowest round-trip air fare between points.
- 4) the tour operator must be approved by the CAB.

M N O

MAP—Modified American Plan: room charge includes breakfast and either dinner or lunch daily.

No-Show—Guest with confirmed reservations who does not arrive and who does not cancel reservation.

OAG—Official Airline Guide, listing all airline tariffs and flight schedules, appearing monthly.

Package Tour—Tour includes all major elements of vacation, including rental car, hotel, transportation and tips.

R S

Rack Rate—The regular published rates of the hotel.

Run of the House—Used by hotel management in arrangements with tour operator. A specific rate is established, applicable to all rooms used by the tour, regardless of location or rack rate.

Scheduled Airline—A domestic or international airline certified to service designated routes on regular schedules and at uniform rates. Scheduled carriers may also operate charter flights.

Shoulder Period—A calendar period between peak and off seasons, usually favored by a promotional fare; lower than peak and higher than off season.

Supplemental carrier—An airline certified by government authorities to operate charter flights.

T W

Tour Basing Fare—The reduced rate transportation portion of an inclusive tour, available through agents and/or operators, in conjunction with a package tour.

Tour Order—Form issued by a travel agent or airline to cover all-inclusive package tour ground arrangements (hotel, sightseeing, etc.). Client exchanges tour order for hotel and tour vouchers upon arrival.

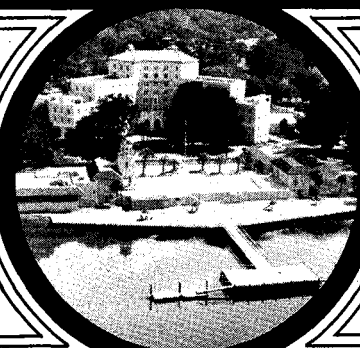
Tour Voucher—Voucher issued by tour operator to cover payment for sightseeing or entertainment.

Transfers—Transportation between hotels and airline terminals or docks. Normally standard on an inclusive tour.

Wholesale Tour Operator—A specialist in arranging and packaging a tour. The wholesaler produces brochures for distribution to customers, to travel agents and airline offices. These tours are usually in cooperation with a designated airline and bear an IT inclusive tour number, which certifies the package as qualified for an agent's tour over-ride commission. ■



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Agencies and tour operators can give you better service if you let them know exactly what kind of trip you want.

HOW TO SOLICIT AGENCY BIDS

By Kathie Kull
Editor

Let the tour operator know exactly what you expect from him—just what the tour will entail—and you'll get satisfaction in your group travel program. That is the philosophy behind the competitive bid solicitation process in operation at the Metropolitan Edison Company.

"The system works beautifully, and we are told by bidding agencies that our procedure represents a genuine service to them, inasmuch as it leaves little to their imagination," says G. E. Parks, Advisor of the Employee Travel Club.

Group travel at Metropolitan Edison began in 1969, when 200 people went to Grand Bahama Island. In 1970, 163 employees and their families toured Spain. The following year another 180 went to Nassau and 212 to Hawaii. 1972 saw 168 in Jamaica and 211 in Bermuda.

This above-average participation (employment is about 2,700) will continue in 1973, as 400 employees and family members are expected to take advantage of club offerings. Destinations set for this year include San Juan and Munich.

Specifications put together by Met Ed's Travel Club leave no room for guesswork. General Specifications, in abbreviated form, include the following:

Successful bidders must...
meet with officers of the MEEA Travel Club within 30 days after the award to sign contracts.
submit the name of the agency account manager or executive who will have prime responsibility for the program.
assist in planning and per-

TRAVEL PROGRAM TIMETABLE

JANUARY:	Employee representatives assigned to Travel Committee.
SPRING:	Committee Planning meetings held.
MID-SUMMER:	Specifications for several packaged programs have by this time been developed and provided to invited agencies who specialize in group movements.
SEPTEMBER 15:	All bids due.
SEPTEMBER:	Committee meets to evaluate bids received, make selections and award contracts.
EARLY FALL:	Meetings are scheduled with selected agency(s) for the purpose of planning employee announcement meetings. These are evening meetings held in the Company Division offices for employees and family members.
LATE NOVEMBER:	Announcement meetings are conducted. Meeting attendance is promoted through bulletin board announcements and feature stories in employee publications.
WHOLE YEAR:	Regular news stories in employee publications and frequent bulletin board notices appear throughout the winter, spring and summer months up until the actual trip.

sonally participate in announcement meetings for employees.

provide 2000 free brochures describing the package, costs, etc., clearly indicating responsibilities and conditions for cancellation. Must be available prior to scheduled meeting.

receive and hold deposits, render final billings to depositors 60 days prior to departure. All deposits must be held in escrow and not used by the agency prior to 60 days before departure.

provide name(s) of tour operators (wholesalers), if used.

provide hotel brochures with bids.

provide a full time agency person as escort for the entire trip.

submit sealed bids on or before September 15th.

Agencies have respected the September 15th deadline in every case, Parks says. Bids arrived by mail or were delivered in person well before the deadline date.

Pre-trip meetings and other preparations were scheduled for four separate locations of Met Ed plants, all in Pennsylvania.

Agencies were invited to bid on one or all of the proposed trips, with some latitude in exact departure dates. No Met Ed plant has a shut-down period.

The best way to illustrate specifications given for individual trips is to take a complete sample, for a trip scheduled for 1973:

Trip Specification #4

Destination: Munich/Salzburg
Duration: 8 days and 7 nights
Departure: Saturday
Period: Late September or early October, 1973.
Participants: Estimated to be 80 to 140.
Departure city: Harrisburg or Philadelphia and return.
Hotel: First Class
Accommodations: Twin beds and private bath in both cities.
Room preregistration: Yes.
Meal plan: Daily American

breakfast only, except as noted on attached itinerary. One welcome Oktoberfest party with buffet dinner, beer, wine and music.

Private parties: One farewell cocktail party (open bar for one hour).

Taxes and gratuities: List separately from package price.

Baggage handling & transfers: To be included in package price.

Briefing meetings: By agency escort on aircraft or at destination.

Hospitality desk: To be manned by agency escort at hotels 9 to 11 a.m. daily.

Sightseeing:

Itinerary:

Air carrier:

As described on attached itinerary, but also list those you propose but price separately. Group will wish to sightsee especially.

See attached for general description.

Supplemental acceptable; Split Charter acceptable. List name of carrier, type of aircraft and conditions regarding complimentary meals and open bar service during flights.

Also: Quote total package using a GIT fare, inasmuch as we may wish to open this program to non-club members, thereby increasing participation.

Oktoberfest Itinerary

- Day #1— Leave this evening, arriving in Munich.
#2— Transfer to hotel with balance of day free.
#3— Morning sightseeing tour in Munich with afternoon free. This evening attend and participate in the Oktoberfest festivities at a special buffet.
#4— Morning free. Continue city sightseeing tour in the afternoon with evening free.
#5— Leave Munich this a.m. by motorcoach via the Autobahn to Chiemsee. Tour the lake area and visit the castle. Lunch at the Chiemsee. In the afternoon continue on to Austria and Salzburg. Transfer to hotel with evening free.
#6— Morning sightseeing tour in Salzburg. Continue on to Berchtesgaden for lunch and the afternoon. At 4 p.m. return by motorcoach to Munich. Balance of day free.
#7— Day left free for last-minute shopping, etc., in Munich. Farewell cocktail party to be followed by sit-down dinner and more Oktoberfest.
#8— Morning free with early afternoon departure for U.S.A.

(Note number of group meals: American breakfast each day (7) plus 2 lunches and 2 dinners).

This kind of attention to detail makes tour planning easier for everybody. Met Ed's increased participation and the comments received from bidders are both testimony to the procedure's value as an efficient step in a successful program. ■

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and do all the work
for you...
We mean it!”**

Many of you have heard that one before.

So had our clients who had worked with other programs before we took over.

The sad part is, it’s easy to keep that promise if you’re truly professional.

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And the program is so well organized that it practically runs itself.

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We bill your people direct and handle all collections.

We see that they know what clothing to bring, what immunization shots to get, and help them procure passports when necessary.

We let them know where to be and when.

And of course we provide a fine trip for them that they will long remem-

ber, at a low price they won’t soon forget. For example: Spain—\$277 per person from Chicago (double occupancy), 8 days—7 nights.

In fact, all you really have to do is say “yes” and get all the credit for running a great program.

Sound too good to be true? We dare you to let us show you!

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Fascinating Mexico: Close-By Yet Exotic

Teotihuacan. Xochimilco. Cuernavaca. Huejotzingo. Tongue-twisting, mysterious towns in an ageless, mysterious country only three hours from Chicago by air.

Name your pleasure, and chances are you'll find it in Mexico. It offers you the sun, the sand and the sea. It even offers what you might not have expected—tropics ablaze with exotic fruits and flowers and birds, crowned by snow-capped volcanoes; terrain including majestic mountain passes, pine-scented forests and scrub-covered tableland. There's more to Mexico than the sophistication of Mexico City and Acapulco, more even than the quaint charm of its rural villages tucked away in the foothills.

Perhaps you have heard it said that Americans live to work and that Mexicans work to live. That this explanation rings with an essential morsel of truth is proven by the fact that, in Mexico, heart attacks are rare and ulcers almost unknown. In visiting Mexico you will soon learn to take things easy, relax and enjoy life and the indescribable beauty of this scenic, sublime country. It's a land of great variety with deserts, mountains and jungles. A land of generous hospitality extended by warm, friendly inhabitants. Certainly a country to visit and, more importantly, a realm to experience.

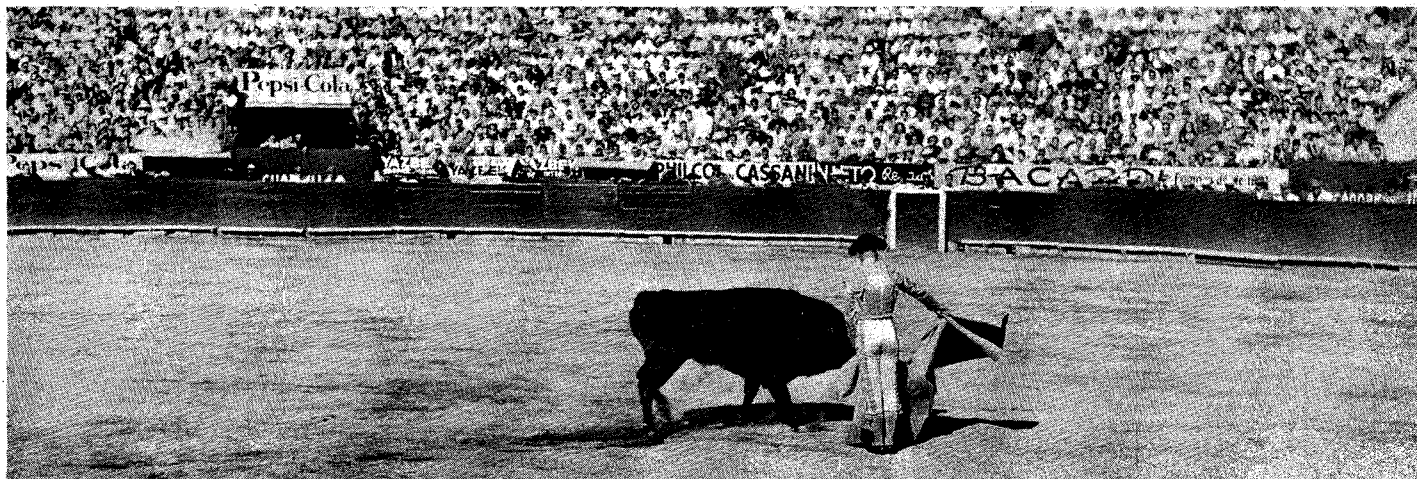
Cosmopolitan Mexico City

In Mexico City, time-honored cultural traditions of a proud and ancient civilization blend harmoniously with modern buildings, luxury hotels and a bustling big city mood in this magnificent Mexican capital. Generally acknowledged as one of the world's most beautiful areas, Mexico City sprawls over an enormous valley encircled with a majestic mountain range. Today Mexico City is a teeming metropolis of nearly eight million people, offering a world of delights to the tourist, traveler and inhabitant alike.

Throughout Mexico, particularly in Mexico City, there is the widest choice of restaurant cuisine, top entertainment and artfully-crafted, varied bazaar goods. In each section of the city are fashionable dining spots featuring the seafood, Mayan dishes and other native foods, as well as international treats. Tequila, the national drink, is unforgettable.

For your dining pleasure, you'll discover an array of superb eating establishments as urbane and sophisticated as Mexico City itself. Whatever your particular tastes may be, you'll find that cosmopolitan Mexico City has just the right restaurant to suit the

(continued on page 25)



RECREATION GROUPS ARE EXCLAIMING!

over our top value,
top service travel
programs!

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THE
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Company Profile

Employee Recreation at
Foster Grant Company, Inc.

A Program Geared to the Family

At Foster Grant Company, Inc., Leominster, Massachusetts, the family unit—its characteristics and activities—is the key to the whole recreation program.

This special approach is only one of the factors behind the program's success, a story that climaxed last summer in Foster Grant's receiving a United Savings - Helms Foundation award.

Recreation Director Zarmair Shepherd brainstormed a good deal of the current program philosophy and concept. The position was only in the past year made full time, and now Shepherd can devote even greater time to a very unique and smooth-running program.

The entire program is subsidized by the Company; no dues are charged. Shepherd is responsible to Company officials, and he runs events without the benefit of an employee organization as such. Cost of each sponsored event is figured far in advance, and the program is distributed accordingly.

Family activities

This 1968 (and current) Certificate of Excellence winning program uses one main guideline. "Ours is strictly a family type of recreation," Shepherd says. "Our main objective is to make all types of activities available to our personnel for the health and happiness of themselves and their families."

Catering to the family and its particular recreation demands has been accomplished after the

elimination of many teams and leagues in the varsity sports.

Instead, the program focuses on whole-family short and long-term travel, outdoor camping and picnicking, parties and other special events.

Last fall Shepherd accompanied 125 people on a bus tour of the Eastern Seaboard. This turnout—of the approximately 2,500 employees at Foster Grant—is a sample of the offerings available year 'round.

Good travel program

"We travel to New York at least three times a year, visiting all museums, attending plays and Radio City Music Hall every trip. We travel to Canada and have annual vacations for the entire week, according to the wishes of our people. Our Mystery Trips are outstanding," Shepherd says.

Foster Grant is equally proud of its community activities, including participation in charitable drives of all sorts. As an extension of this cooperation between Company and community, the program utilizes local YMCA, club and public facilities to a great extent. Among the public are arrangements with bowling lanes and movie theatres.

All activities are directed by elected committees, responsible to the Recreation Director. Increased participation in all activities (and the establishment of several new programs) is the trend in the overall organization at Foster Grant.

Ireland

where europe Begins.

When you think Europe, think Ireland. After all, Ireland is the European destination closest to the United States. It's also a country that knows no season. Every month is a lively month. And your Ireland-bound group is assured a splendid, fun-filled holiday. Whether it's playing golf on one of our 200 uncrowded, emerald courses, or enjoying the theatre, opera, cruising, fine restaurants, historic places, horse racing.

Throughout Ireland we've a wide choice of accommodations—from luxury hotels to quaint thatched-roof cottages—even sixteenth-century castles for your group. With the charm and splendor of our history and all the modern conveniences of today.

There's always plenty to do. And because we speak English in Ireland, it's easy to do it. A modern luxury motor coach system gets you around the countryside for sight-seeing, shopping (try on our bargains on clothes, crystal and many other items), or topping off your stay with a

candlelight dinner in a 15th century banquet hall.

We have 8,000 years of culture, and its mark is on everything about Ireland. Part of it is an easy and polite way of doing things—from the minute you step off your plane and go through customs. For more information on Ireland, send for our special planning kit.



Irish Tourist Board
590 Fifth Avenue
New York, N.Y. 10036

Please send me your free colorful planning kit.

Name _____

Company _____

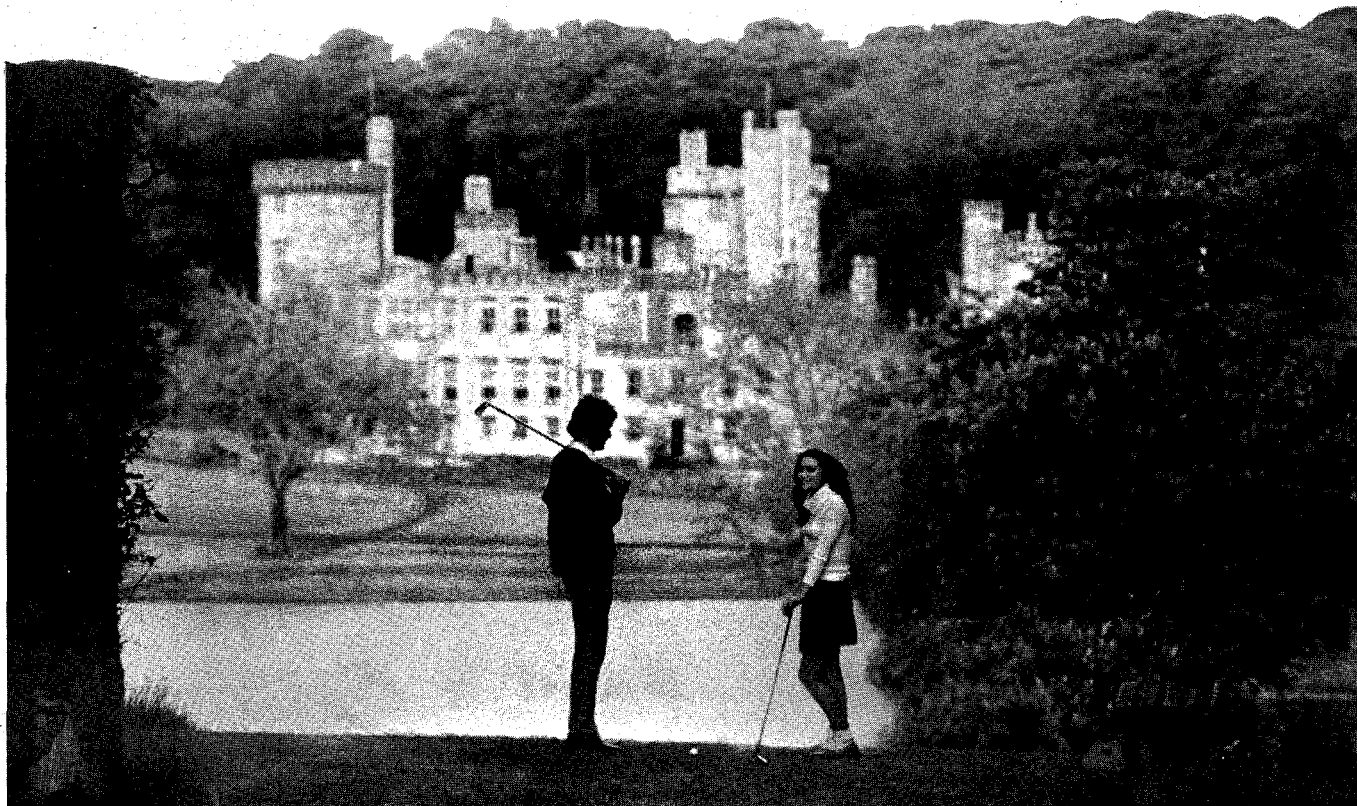
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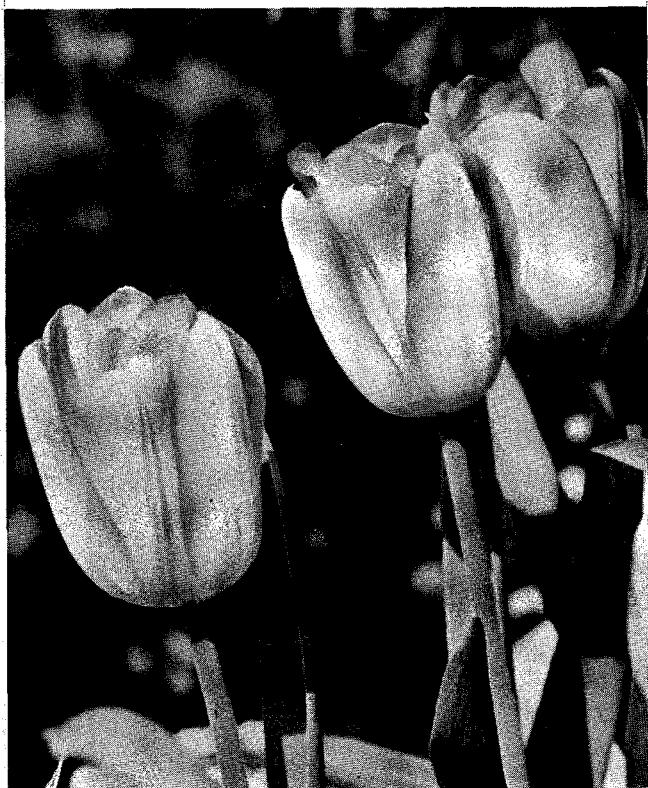
State _____

Zip _____

RM



Bulbhome Contest Final Stage Near



Tips for Photographing Your Spring Flowers

Photography can preserve the beauty of a flower indefinitely. It can bring the memory of sweet-scented garden breezes to blot out a Winter chill, reminding that Spring cannot be far ahead.

It can also have tangible value, in the form of a camera club ribbon or—in this case—a trip to Holland.

That trip is first prize in the NIRA and Bulbhome-sponsored Beautification Contest. All you do is photograph the flowers that have sprouted from bulbs you purchased last Fall.

Since it is the photograph itself which decides the winner, we're providing some tips and tricks for better, more dramatic flower pictures:

Basic guidelines

You can take creative flower photographs either outdoors in sunlight or in the controlled atmosphere of a studio. Indoors, you can move the lights to get dramatic effects; outdoors, you can move your

camera and select the best viewpoint to achieve dramatic lighting. Side lighting emphasizes the shape of the flower and brings out the texture of the petals. Back lighting accentuates the translucent, delicate quality of flowers and creates really striking pictures.

Both side lighting and back lighting produce shadows. Since shadows help show shape and dimension, you shouldn't try to eliminate them. However, you'll probably want to lighten the shadows to reveal more detail in close-ups. Use a reflector to bounce light into shadowed areas—crumpled aluminum foil stretched over cardboard or a white cloth is fine for this.

What about those days when the sun doesn't shine? Some people like the soft, hazy quality of flower pictures made on overcast days, but you could also use flash. Close to the subject, flash provides such a bright illumination that you can use a small lens opening and get good depth of field. If your flash unit can be used off the camera, it is a real help for side or back lighting. Since the background goes quite dark when you use flash, the flower stands out in striking contrast.

Tricks with background

Every photographer knows that a distracting background can ruin a picture. Although this is not usually a problem in close ups, when the background becomes a soft blur of color, reflections or bright spots can still be a problem.

Look over the background and select your angle carefully to eliminate these distractions. If this is not the angle to show off the subject best, you can make your own background. Use a large sheet of art paper in any of a rainbow of colors. Experiment with different shades to vary the mood of the photo. Hold the paper back enough so that the flower doesn't cast a shadow on it.

To get a fresh, "dewy" appearance, spray the flowers with water just before snapping your award-winner.

To create a mood of utter fantasy, smear petroleum jelly in a circular pattern on a sheet of acetate, leaving an area in the center clean. Shoot the picture with a wide angle lens, and frame the subject within the open space. The result is a sunburst or explosion effect. Other special effects are available by using nylon stocking, facial tissue or plastic wrap as close as possible to the lens.

Experiment with filters for other subtle changes.

Winning close ups

A close up lens is certain to provide a drama and
(continued on page 35)

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TP-5

Company plans to establish a table tennis program, and needs information on handicapping, starting leagues, promotion and tournaments. How is such a program started from scratch?

TP-6

Company with a rise in injuries in softball games due to metal cleats would like suggestions on switching to rubber cleats, or any other solution. What precautions have you taken to prevent such injuries?

TP-7

Company needs some sort of list of standards for employment in industrial recreation; what requirements have other companies specified when hiring?

TP-8

Company is interested in instituting a physical fitness program, and is particularly concerned with equipping a fitness room or center with machinery, saunas, etc. What are the costs and needs?

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U.S. HOLIDAY GUIDE—1973

For group travel planners, official and religious holidays are something to be considered—pro and con. Dates shown below may be red letter days as times to be incorporated into your schedule, or, since accommodation and other facilities may be strained, to be avoided. Long weekends are given in boldface type for the reader's convenience.

Lincoln's Birthday	Monday, February 12
St. Valentine's Day	Wednesday, February 14
Washington's Birthday	Monday, February 19
Ash Wednesday	Wednesday, March 7
St. Patrick's Day	Saturday, March 17
Purim Day	Sunday, March 18
Palm Sunday	Sunday, April 15
Passover Begins	Tuesday, April 17
Easter Sunday	Sunday, April 22
Mother's Day	Sunday, May 13
Memorial Day	Monday, May 28
Flag Day	Thursday, June 14
Father's Day	Sunday, June 17
Independence Day	Wednesday, July 4
Labor Day	Monday, September 3
Rosh Hashana Begins	Thursday, September 27
Yom Kippur	Saturday, October 6
Columbus Day	Monday, October 8
Veterans' Day	Monday, October 22
Halloween	Wednesday, October 31
Election Day	Tuesday, November 6
Thanksgiving Day	Thursday, November 22
Hanukkah Begins	Thursday, December 20
Christmas	Tuesday, December 25

Mexico . . .

(continued from page 17)

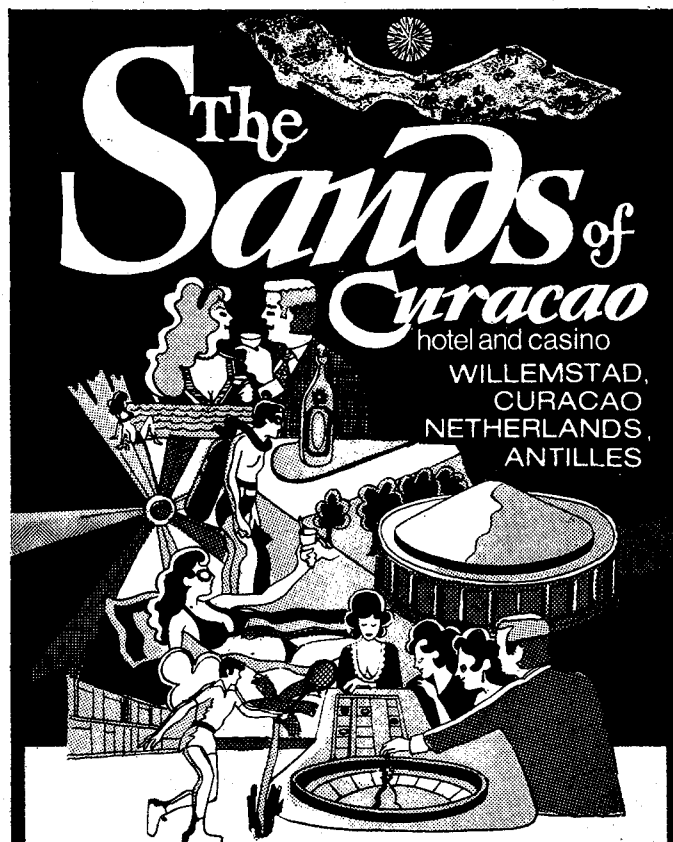
swinger, the sophisticate and the budget traveler alike. And after dinner the fun comes non-stop in the many nightclubs, discotheques and lounges throughout the city.

Up-to-the-minute rock and roll and the tunes of the mariachis are found together in nearly every nightclub, and every smaller supper club has some sort of typically Mexican singing or dancing. One of the city's top entertainments is the Ballet Folklorico, an exquisitely choreographed and costumed rendition of Mexican dances. The area's newest presentation is "Sound and Light", presented at the Pyramids of Teotihuacan, recreating the legends of the ancient city. This show is presented in both English and Spanish. Legitimate theatre, opera and symphony productions abound and, of course, there are the spectator sports attractions of jai alai and the bullfights.

Some sights of interest, illustrating both Mexico's treasures of the past and super-society of the present, include:

The Zocalo, or main square, heart of the old Aztec

(continued on page 34)



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TGC's—what are they and how would they affect your group travel program?

The Civil Aeronautics Board (CAB) of the U.S. Government has recently proposed changes in the regulations governing the chartering of aircraft. While these changes are still only in the proposal stage—and open for industry and public comment and evaluation—we feel those of you in charge of group travel should make yourselves fully aware of them.

From all evidence, the purpose of these changes is two-fold. One is to open up the benefits of low-cost air travel to all the public. Outside of charter operations, other proposals illustrating this philosophy aim to eliminate the current status of family and youth fares. These are all in the interest of free enterprise and, as a result, benefit everyone.

The second purpose is to stop the flagrant violation of existing affinity charter rules. This, too, makes sense, inasmuch as it attempts to protect the less-informed.

However, it is unlikely that either of these purposes will be fully met. The first will remain partly unfulfilled because of the cumbersome and intricate steps involved to get onto one of the new Travel Group Charters (TGC's). While some may feel that the

amount of red tape required is not insurmountable, we suggest you examine the rules and compare them with buying a regular airline ticket.

(a) Your group can no longer take short duration or weekend trips, the three-or four-night stay in Nassau or Las Vegas. In North American area, charter flights under TGC's must last at least seven days.

(b) Under the proposed rules, any trip across the Atlantic, across the Pacific or to Central and South America must be of ten days or more in duration. This means no more one-week trips (possibly worst for those employees who wish to, or can only, use just one vacation week).

(c) Everyone who has signed up for the TGC-style trip must put down a 25 per cent non-refundable deposit three months in advance of departure. Payment of the full price is due 60 days in advance, while participants can only include those whose names were filed with CAB at least three months prior to departure. These restrictions, along with other problems associated with TGC's, notably foreign landing rights difficulties, will prevent or deter a large segment of the affinity charter market from using TGC's.

Those travel clubs who could meet the above requirements, should affinities be discontinued, might face another deterrent—higher price. While it's still too early to say how TGC fares might run, it is safe to assume that the need to go through a third party (all TGC's must be handled through a charter organizer) would assess a service charge on top of the pro rated price per participant.

If your travel group wishes to by-pass an organizer and set up the TGC directly with the airline, other problems arise. Your organization would have to comply with the demanding bonding-escrow-filing requirements that the commercial organizer ordinarily would handle. It is not difficult to foresee that your local group would be unable to meet the financial obligations of a TGC organizer (i.e., to secure a surety bond and to advance administrative costs out of working capital). If affinity organizations

are willing to use a commercial organizer, the bonding, etc. requirements will probably be reflected in higher pro rata costs to tour members. Service charges listed in recent TGC filings appear to exceed the five per cent agent's commission under existent affinity rules. And there is, of course, no assurance that a TGC will be available at the times and to the places desired by your group. In fact, many affinity charter groups now originate at less heavily traveled points in the U.S., which may not receive TGC service.

TGC's still of value

Beyond all these restrictions, TGC programs would still be of value to the general public, those who now are not eligible for affinity charters and must either fly on scheduled carriers at regular rates or not fly at all. CAB research shows that 50 per cent of trans-atlantic travel in 1974 will be in TGC's, so there is a definite need and a promising market.

However, the institution of the Travel Group Charter need not mean the abolition of Affinity Charters such as those now in operation. Such an action would only hinder the honest charter operator and chartering organization. The CAB has not been effective in stopping the five per cent who ignore affinity rules. Their alternative at this point is to restrict the 95 per cent who respect them.

What other alternatives are available to your travel groups? Edward J. Driscoll, President of the National Air Carrier Association in Washington, D.C., has a few ideas. "Maybe a modified TGC will be arrived at by the Board after the current appraisal. This TGC would be more relaxed on the duration of stay and advanced notice regulations most prohibitive to your members." Mr. Driscoll also suggests that inclusive tour charters (ITC's), which include air transportation plus an accommodations package might be a replacement, should affinities be discontinued.

Driscoll emphasizes that these alternatives will be necessary only should the CAB find that public opinion on TGC's is completely favorable—favorable enough to

result in the marketing of them instead of affinities.

"So far," he says, "the intent of the CAB is to have TGC's on an experimental basis as the replacement for affinities. We ought to understand that the CAB has merely come out with an "advance notice" of the ruling, just to get the views of the public and other interested groups."

The Board will review these comments, then determine the "notice of proposed rule marking", which states when affinities will be discontinued and TGC's begun, or the two run together.

Driscoll emphasizes that the NACA wants affinities to continue,

to run along with TGC's if the latter is accepted. Along with the American Society of Travel Agents (ASTA), the Department of Transportation and dozens of other agencies and individual carriers, NACA has recommended to the Board that affinities be maintained, at least long enough to test the effectiveness and success of the TGC's

"We feel there is a strong need for affinities to continue," Driscoll says. "Hopefully, the Board is listening to consumer demand and is aware of consumer needs. Company recreation associations should make their needs known to the Board while the TGC plan is still in the consideration stage."

The partial text of a statement by NACA to the Civil Aeronautics Board follows:

"By its Advance Notice, the Board instituted this proceeding "to determine whether existing affinity charter rules should be suspended during the pendency of" the travel group charter (TGC) experiment. We strongly urge the Board not to do so. Notwithstanding their deficiencies, affinity charters now serve millions of passengers and constitute the single largest source of traffic for U.S. supplemental carriers. The TGC mode, on the other hand, for all its bright promise, is entirely unproven and experimental. The degree of success which TGC's will receive in the market place remains, and will remain for some time, a subject of educated guesswork. Unfortunately, if a wrong guess should be made in this proceeding, and TGC's under the present rules prove not to be an adequate substitute for affinity charter services, the result could be disastrous both for the traveling public and the supplemental carriers.

"... As shown herein, restrictions in the TGC rules would disqualify large numbers of flights which would otherwise operate under affinity charter rules. Further, it is likely that some foreign countries, including important charter destinations, will either exclude TGC flights entirely, or impose severe quota or price restrictions. And even in cases where an affinity organization's charters are capable of being performed via

TGC's, a difficult educational process will often be involved which cannot be accomplished overnight.

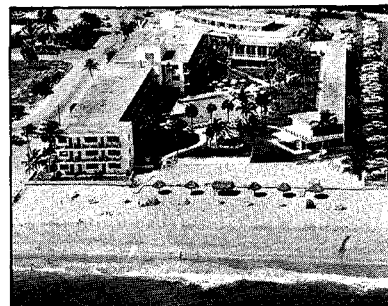
"... Thus the elimination of affinity charters, in whole or in substantial part, during the pendency of the TGC experiment would constitute a most dangerous gamble by the Board. If the gamble fails, and the TGC mode turns out to be less than an instantaneous success, then the interests of the traveling public will be seriously harmed and the economic viability of the supplementals will be dealt an overwhelming blow. Moreover, such a gamble is wholly unnecessary. As shown below, continuation of affinity charters during the TGC experiment will neither impair the validity of that experiment nor result in widespread illegal charter operations.

"We should add that the NACA carriers have been among the severest critics of the affinity charter rules and have been ardent supporters of the TGC concept. We will welcome the day when the existing affinity rules can be replaced by workable and proven substitutes. But the unduly precipitous elimination of affinity charters, while TGC's are still in an embryonic stage, involves sizable and unnecessary public interest risks which need not, and should not, be undertaken."

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Liability and the Company Skier

(continued from page 11)

One other way to reduce the risk of theft concerns the skier's personal attitude. Placer County, Nevada, in the Lake Tahoe area, reports well over 1,000 ski thefts for its last season. Pitkin County, Colorado, in the Aspen area, reports less than 200 ski thefts for its last season. Both areas are crammed by more than a half million skiers during their four-month seasons.

Why the difference in the theft rates? Official sources in Placer County say the answer rests with the clientele. "When you've got a much greater percentage of showy, flashy skiers, they're apt to be more careless," says a source at the sheriff's office. They flaunt

their skis and talk about how expensive they are and leave themselves wide open. These types always seem to attract thieves."

While Aspen holds its share of the "flashy types", the majority of skiers apparently are more careful. It also may be interesting that in the two years that Aspen has conducted its registration program, not a single registered ski was reported missing.

Being safety conscious and continually on-guard can't eliminate claims and losses totally. But it will make them less likely to occur. Accidents can and will happen, and when they do the ski club and member should be protected. A club can either self-insure, which means exactly what it sounds like, or the club can buy insurance from an outside source. Although the company's insurance manager is a good source to consult for your individual needs, here is some of what the insurance market has to offer:

OUTING INSURANCE: To insure members from the moment your group disembarks to the

moment your group returns, some outing insurance is advisable. The coverage is purchased by the group and normally offers protection for all travel and all club activities. It includes accident insurance and death and dismemberment insurance. In rating such policies, the insurance companies evaluate each event individually: how many people are involved, the planned activities, transportation, location of activity and so on. The higher the risk, the higher the cost. For instance, if the activity location is over 50 miles away or the means of transportation is an unscheduled charter flight, the policy will cost more.

However, member clubs of the USSA and their divisions are eligible for a special outing accident insurance policy. For information on this special plan, contact the U.S. Ski Assn., Denver, Colorado.

This type of policy is ideal for the summer activities of ski clubs, such as dances, bowling or picnics which are usually within 50 miles and use chartered bus service. However, outing policies do not provide any liability protection for the ski club or any personal property protection for the members, and you need a new policy for each outing.

PERSONAL PROPERTY INSURANCE: The theft of skiing equipment is covered under the personal property provisions of tenant or homeowner's insurance, subject to whatever deductible the club member's policy carries. If such equipment is not covered under his present policy, or his deductible is higher than the value of his skis, he may want to consider ski theft coverage.

SKI THEFT INSURANCE: USSA offers to its members ski theft insurance that covers the market value of the skis and bindings. Ski theft insurance is particularly advisable for those with new skis, and one payment provides coverage for the whole year, anywhere in the world.

CHARTER FLIGHT INSURANCE: Another worry of traveling skiers is the non-refundable charter flight deposit. Should you miss the initial flight because of sickness or injury, your deposit or much of it will probably not be returned. If you miss the

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return flight or an en route flight due to illness or injury, not only will you probably lose your deposit, but you'll suffer the full cost of flying home or catching up to the rest of the group.

One inexpensive way to guard against such losses is to purchase charter flight insurance. This insures the non-refundable portion of the charter flight deposit and pays the full economy fare to catch up with the group or return from the starting point. Coverage is purchased individually.

SKI GUARD INSURANCE: If a club member is hospitalized as a result of a skiing injury, he won't be covered under workmen's compensation since the outing is expressly a non-company function. USSA offers Ski Guard Insurance, which pays up to \$2,000, up to 80 per cent, of medical expenses (eyeglasses excluded) after an initial \$25 deductible. The one-time premium of just under \$20 provides annual world-wide coverage.

SKI CLUB LIABILITY INSURANCE: There is one liability insurance program specifically aimed at ski clubs and it, too, is offered by USSA for its member clubs. The insurance provides protection against lawsuits arising out of club activities, with limits of \$100,000 per claim, \$300,000 per incident and \$50,000 property damage. The minimum premium is \$50, whether the club has nine members or 90. However, if your membership exceeds 253, the policy is rated at 19 cents per member.

If a company sponsors employee ski clubs in several locations, and if the clubs choose to apply together, USSA will consider them one club. Usually this permits the membership to exceed 253 persons and the 19-cent premium would then apply. Ski club insurance, however, excludes all claims arising out of the transportation to and from the activity, which is the source of the majority of liability claims.

Any choice for insurance you make should be thought out carefully and related to your specific needs. But if you take care of all the loose ends before the trip, you're less likely to have liability headaches during or after.

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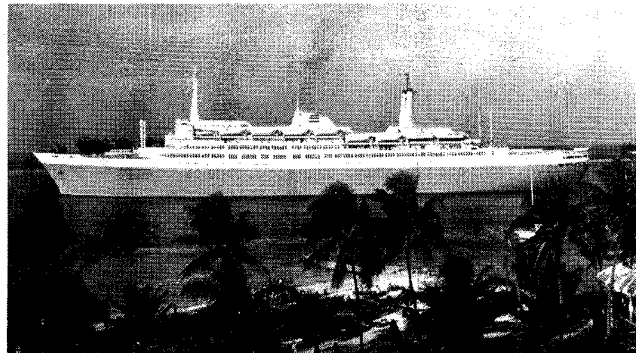
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s.s. Rotterdam—Netherlands Registry

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A NON-PROFIT SERVICE ORGANIZATION / OFFICIAL PUBLICATION RECREATION MANAGEMENT
NATIONAL INDUSTRIAL RECREATION ASSOCIATION
20 NORTH WACKER DRIVE CHICAGO, ILLINOIS 60606 312-263-6696
August 4, 1972

Ike Matza
Hawaiian Holidays
500 Fifth Avenue
New York, N.Y. 10036

Dear Ike:

On behalf of the Board of Directors of the National Industrial Recreation Association and the members of the Association who had the very fortunate opportunity to take part in your Executive Familiarization Tour to Hawaii, I would like to thank you for a most splendid performance.

You have many firsts with NIRA! You are the first tour operator to handle a National Conference post-Conference Tour and you did a first class job. Correspondence from the participants indicates that all were extremely pleased and impressed with your flawless arrangements during the entire 7-day excursion to three of the Hawaiian Islands.

My personal observation of the tour assured me of the high quality performance and arrangements your company produces. You are regarded as one of NIRA's finest supporters through your advertising, exhibiting and Associate membership. We hope that each and every company within the membership will have the opportunity in the future to personally witness your tour arrangements. On behalf of all of NIRA, I thank you again and look forward to continued business.

Respectfully,

Michael A. Fryer
Michael A. Fryer
Executive Director

MAF:CR

Lowest charter air rates and NUMBER ONE in service!

Take advantage of Hawaiian Holidays' amazingly low charter air rates to Hawaii (ranging from about \$100 West Coast to \$200 East Coast) and give your group a vacation in paradise at prices never before available. Comparably low charter rates to all other destinations.

And, as you can see in the letter at left, Hawaiian Holidays is a name you can trust — for quality . . . for dependability . . . for economy! Write to us about your needs.

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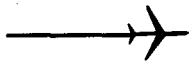
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OUR 16th YEAR

*or the Orient, or California or Las Vegas too!



THE PACESETTER IN TRAVEL

DAVIS AGENCY INC.

MEMO TO: Recreation Directors
FROM: Davis Agency Inc.
SUBJECT: Group Travel

We're called by some, "the quiet company," because not everyone has heard of us, but we don't think a quiet image is bad. While other companies were advertising, promoting and building their images, Davis Agency was quietly growing into one of the largest group travel companies in the world.

As a matter of fact, we are the largest buyer of supplemental airline services in the world. Why in 1971 alone, we operated over 800 international DAI-PACESETTER flights to and from a multitude of destinations. Our big milestone for 1972 is that, this year, we flew our 1,000,000th international passenger, and they know the benefits of our uniformed service personnel staffing over 70 international and domestic offices. And to top it off, we would like the opportunity to work with you in planning your own DAI-PACESETTER vacation that we will tailor specifically to your membership needs.

You see, that's what makes us different. We don't have a single package to tell you about, we create them, especially for your group. They all sell travel packages, we sell creative group travel.

We hope you want to know more about our quiet, pacesetter company.

Sincerely,

Richard J. Davis, Jr.
PRESIDENT

contact your PACESETTER representative at:

1828 L Street N.W., WASHINGTON, D. C. 20036 (202) 785-4080

other offices throughout U.S. and Europe

DON'T SHOOT THE RECREATION MANAGER— HE DID THE BEST HE COULD...



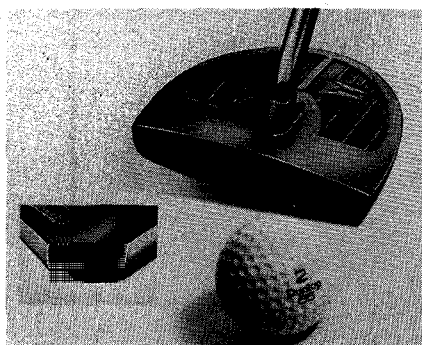
He only made one mistake. He thought all tours were alike so he flipped a coin, and did he ever end up a loser. He should have sent for a Tour Planning Guide from Dittmann Tours. They've been saving the skin of managers for 23 years now . . . take care of all the details, smooth the bumps, remove the lumps. Better not take any chances. Put the coin back in your pocket and contact Dittmann. Saves a lot on gun powder.

DITTMANN TOURS

P.O. Box 199, Northfield, Minnesota 55057

Phone (507) 645-5668

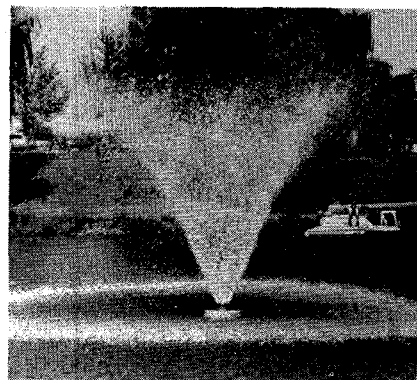
new products



1 Near-perfect putter

This scientifically-designed putter eliminates putter headturning and actually compensates for putting inconsistencies through its built-in self-alignment.

Its ingenious hollow design is part of the technology from the Apollo Moon Project. Construction of corrosion-resistant durable stainless steel.

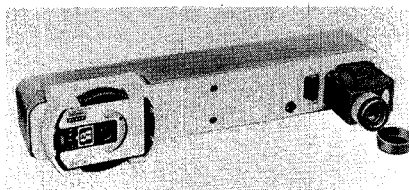


2 "Unfreezable" aerator

An unusually compact floating aerator, capable of keeping ponds and lagoons open and oxygenated even in freezing weather, is now available. Typical applications

include golf courses, swimming ponds and lakes, decorative lagoons or anywhere low-cost aeration is desired.

The units float in styrofoam rings and pull up low-level water for aeration. Horsepower requirements are three hp at maximum.



3 Sportsmen's tool

Measure distance accurately in seconds over land and water. Boaters can navigate safely, obtain range fixes, determine speed and distance from shore and other boats. This device shows hunters exactly where to aim for more kills. It measures golf course distances precisely, and automatically selects the right club for your next shot. To use, sight on target, turn dial until target is sharply defined, read dial for distance in yards.

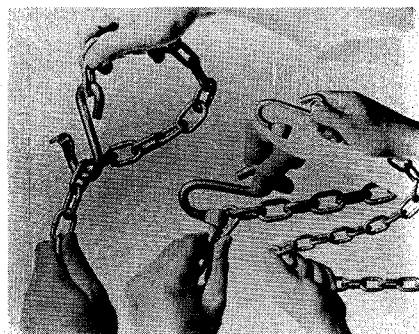
4 Ski treatment

Skis treated with this compound won't clog with ice, hardpack or powder. Use it on the top of the ski in place of polish, on the bottom in place of wax, or to seal in waxes. Also reduces fogging of goggles. Water-repelling and rust-preventing, too.

5 Small scrubber

Designed to get in and out of tight places with ease, this one-man operated machine is ideal for cleaning such small areas as locker rooms, storage areas, clinics and food services.

It is so quiet, it can be used at any hour without disrupting the business atmosphere. The machine covers a 16 inch wide swath, scrubbing, vacuuming and drying the surface. The machine can save up to 50 per cent on cleaning costs.



6 Safety chain

Because of a patented safety chain hook, neither end of this trailer chain can unhook accidentally. The chain is available in three-sixteenths and one-fourth inch sizes in various lengths for boat and travel trailers, campers and other highway-drawn equipment.



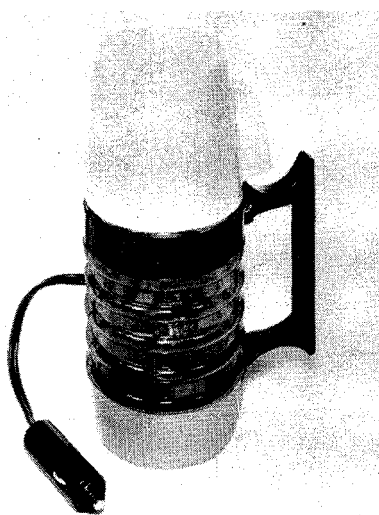
7 Canoe pontoons

These pontoons were used by lifesaving parties during Hurricane Agnes and were highly praised for their stability and endurance.

The pontoons are five feet long and made of foam. They clamp on easily to become outriggers for your canoe, and are particularly helpful with side bracket outboards.

8 Better golf timing

Golfers can now improve both driver timing and power to the ball with a simple new practice device. A cylinder containing a magnet-retained steel ball is mounted near the club head on the driver shaft. When wrists are broken on the down swing, centrifugal force drives the steel ball away from the magnet so that it "clicks" against the opposite end of the cylinder. This tells the golfer whether he is breaking wrists too early, too late or right on time.



9 Auto coffee maker

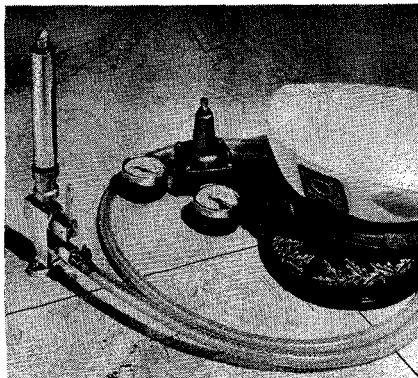
Here is a 12 volt DC automatic coffee maker and tea brewer that plugs into the cigarette lighter on any 12 volt system on car, boat, camper or snowmobile.

A thermo-paint strip automatically turns black when the coffee or tea is boiled. This is a built-in safety factor so that the vehicle operator need not watch the pot while driving. Capacity is one pint and will come to a boil in 12 to 15 minutes.

10 Matched tool sets

Just right for your clubhouse maintenance gear, these sets are nested for permanent storage.

There is a chisel set of three, a set of seven screwdrivers, a drill bit package and a nut driver set. Each set is carefully selected and matched.



11 Whistle-like signal

This instrument closely recreates the nostalgic sound of the old paddle-wheelers. It features a solid brass chrome-plated and polished resonator barrel with authentic upright design and lanyard control.

12 Heavy traffic finish

This premium detergent resistant floor finish is made for all resilient and hard surface floors. The metal interlock finish has excellent resistance to water and salt along with black marks and scuffing.

Ideal for heavily trafficked entry ways and corridors, it will retain a hard, exceptionally bright slip-resistant "locked in" gloss.

13 Quieter exerciser

A quiet-running gear molded from a recently-introduced thermoplastic polyester is an integral part of a new eight-way exercise bicycle which departs from traditional chain drive models and offers a smoother, quieter "ride".

The plastic gear eliminates the ringing noise of standard metal-on-metal gears. The plastic gear is also easier and cheaper to produce than one of metal, so the overall price and quality of the exerciser benefit.



14 Compact fuel tank

Here is a portable, rugged three gallon fuel tank, which will not corrode, rust or crack. Molded from one piece of polyethylene, the tank is also lightweight. It comes complete with couplings for one quarter inch fittings.

new products

R/M 2/73

☐ Please send more information on the new products circled below.

1 2 3 4 5 6 7
8 9 10 11 12 13 14

☐ Please enroll me as a new subscriber to R/M. (One year—\$5; two years—\$8; three years—\$10)

☐ Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

SEND COUPON IN ENVELOPE TO:

Michael C. Luckenbach, National Sales Director, NIRA, 20 N. Wacker Dr., Chicago, IL 60606

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(PER PERSON)

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LIFT TICKETS: (included)	LIFT TICKETS: ?
BREAKFAST: (included)	BREAKFAST: ?
LUNCH: (included)	LUNCH: ?
DINNER: (included)	DINNER: ?
DAILY LESSONS: (included)	DAILY LESSONS: ?
ICE SKATING: (included)	ICE SKATING: ?
HEATED POOL: (included)	HEATED POOL: ?
ENTERTAINMENT: (included)	ENTERTAINMENT: ?
COST OF 5-DAY "TOTAL SKIING" AT BOYNE: \$150.00	CAR PARKING: ?
GAS AND OIL: 15.00	CAR RENTAL: ?
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	TOTAL: ?

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Phone: (616) 549-2441

Mexico . . .

(continued from page 25)

City, today the center of government.

The baroque-styled National Pawnshop, a government-controlled pawnshop with antiques and jewelry for sale.

The 16th century House of Tiles, located two blocks from the Zocalo. The entire face of the building is covered with blue and white Puebla tiles.

The Pyramid of Cuicuilco, an archaeological zone located a mile south of The University of Mexico, is believed to be the oldest man-made structure on the American Continent.

The Polyforum Cultural Siqueiros, dedicated to the arts and containing the world's largest mural, "The March of Humanity", by David Alfaro Siqueiros.

Chapultepec Park and Castle, more a way of life than a mere sightseeing attraction for Mexico City residents.

Acapulco is the Riviera of Latin America, picturesquely situated on a beautiful natural bay fringed with white sandy beaches embraced by gentle surf rolling in from the clear waters of the Pacific. Its reputation is international because there is nothing quite like this exotic and exciting coastal resort town.

Acapulco is a plethora of pleasure, jam-packed with exciting attractions guaranteed to appeal to the most discerning vacationer. Along with the perennially balmy climate (the yearly mean temperature is 80), the incomparable scenery and the magnificent beaches, you'll find outstanding water skiing, swimming, scuba diving, deep sea fishing, boating, sailing, hunting, hiking, golfing, tennis, parachute sailing, glass bottom boats, jai alai, parimutuel betting, and some of the liveliest nighttime activity this side of Rio. And, of course, there are the bullfights (in season) and the thrilling La Perla divers who plunge 136 feet into a narrow, rocky inlet.

Other Sights and Excursions

The Floating Gardens of Xochimilco is a favorite Sunday spot for residents of the area, with flat-bottomed boats decorated with flowers and poled by boatmen.

The Pyramids of Teotihuacan are a must for anyone with an interest in archeology and Mexico's awe-inspiring history. This ruined city once housed 125,000 people, and contains the remnants of a civilization that flourished 350 years B.C.

At Chichen Itza are the magnificent temples of the Mayas, built between the years 350 to 435 A.D. In this six-square-mile area are richly carved temples, pyramids and other shrines.

Quite another side to your visit to Mexico is the chance to spend your time motoring and camping in the small towns and villages that possess their own simple, peaceful charm. These villages are just off modern, paved highways and, while not deluxe, are comfortable and reflect the true color and tradition of the country. Red tile roofs above adobe dwellings encircle plaza markets selling crafts and produce native to the town and its inhabitants. Here you will find the "flea markets" and open-air vendors. These offer silver and cooperware, pottery, leather goods and straw products straight from the workshop. ■



HANNA MANUFACTURING COMPANY
Athens, Georgia

NIRA 1973

TRAVEL PLANNING GUIDE

As an aid to travel club officers and recreation administrators, RM briefly outlines travel destinations and special interest trips. Indicate your interests on the reply card, tear it out, and mail it to us. RM will see that you receive further details. If you are interested in an area not profiled here, indicate that area in the space provided on the card.

International Travel

CARIBBEAN CARNIVAL
Jachcombing or night-
bing—in Jamaica, Puerto
co, and the Virgin Islands. I-1.

OUTH AMERICAN OJOURN

razil, Argentina, Columbia,
ru, Venezuela. Excitement
d fire of the Latin is mixed
th the serenity of the early
ca civilization ruins. I-2.

MEXICO

he charm of Taxco, the
egance of Acapulco, the
smopolitan aura of Mexico
ty are close to home but
rlds away in atmosphere. I-3.

CANADA

ough it in the north woods or
ving in the sophisticated
mosphere of our northern
ighbor's larger cities. I-4.

USTRALIA - EW ZEALAND - OUTH PACIFIC

ustralia, land of the koala
ear, kangaroo, and boomer-
ng. The unmatched beauty of
ew Zealand. Polynesian
ances and water sports in
hiti, Samoa, Bora Bora. I-5.

HE FAR EAST

apan, Hong Kong, China,
ailand, Korea. The Orient
fers many possibilities and
tractions, from Tokyo to
angkok...to Peking? I-6.

THE MIDDLE EAST

Israel, Egypt, Jordan, Lebanon,
Iran. Cradle of civilization.
Attractions from the Nile to the
oil fields to the Israelite kib-
butzim. I-7.

INDIA - PAKISTAN - BENGLA DESH

Explore the mysteries of the
subcontinent. Everything from
temples to elephants. I-8.

GREECE - GREEK ISLES - TURKEY

Here western civilization
began. History abounds from
Athens to Istanbul. Cruise the
beautiful greek coastal
islands. I-9.

EUROPEAN TOUR

Two weeks or more. A must for
the first-time traveler to
Europe. Highlights from
London to Paris to the
Rhineland or as you like it. I-10.

FRANCE - SWITZERLAND

From Paris and all its glamor to
Geneva and the Alps. I-11.

ITALY

Music and art lovers revel in
cities like Milan and Florence,
and everyone loves Rome. I-12.

GERMANY - AUSTRIA

From Berlin to Vienna, visitors
will find an abundance of music,
art and friendly hospitality. I-
13.

NETHERLANDS- HOLLAND-BELGIUM- LUXEMBOURG

From land reclaimed from the
sea to fine lace to one of the
world's smallest countries, it's
a trip you'll remember. I-14.

SCANDINAVIA

Norway, Sweden, Denmark.
Oslo, Stockholm, Copenhagen,
all the exciting northern cities.
Good food and good scenery
abound. I-15.

RUSSIA- EASTERN EUROPE

Beautiful scenery, a different
culture and life style are
waiting for you to explore in
these far-away lands. I-16.

SPAIN - PORTUGAL

From warm, sunny beaches to
the excitement of the bullfight,
the price is right I-17.

AFRICA

North Africa, Safari Country,
South Africa. An immense
country with many different
cultures and ways of living. Lots
to see in both scenery and
wildlife. I-18.

BRITISH ISLES

England, Scotland, Ireland.
Land of history and birthplace
of our culture. No language
barrier here, just lots of friendly
people. I-19.

LONDON

See England's capital and most
historic city. Sightsee or swing
from Westminster Abbey to
internationally known night-
spots. I-20.



TRAVEL PLANNING GUIDE

Yes, I am interested in those tips checked below.
Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone Number _____

Domestic Travel

YANKEE COUNTRY

Maine, Massachusetts, Connecticut, Vermont, New Hampshire and Rhode Island provide historic shrines, year 'round sportsmen's paradise, unique side trips to Newport's stately mansions and authentic Americana for antique buffs. D-1.

NEW YORK— CITY AND STATE

Plays, restaurants, shops, cultural sites, United Nations are a few of the city's attractions—but the Empire State has much else to offer, too, with Niagara Falls, the Catskills, West Point, many vineyards and wineries. D-2.

WASHINGTON, D.C.

Our capital city and its environs offer the excitement of government-in-action in Congress visitors' galleries and White House tour. Take thrilling side trips to Mount Vernon, the Naval Academy and Arlington. D-3.

OUR COLONIAL HERITAGE

Rich in history are Virginia, Delaware, Maryland and Pennsylvania. "Must" stops include restored village of Williamsburg, Yorktown, Gettysburg, Amish and Pennsylvania Dutch country, Independence Hall. D-4.

SOUTHERN HOSPITALITY

The best of the Old South lives on in Georgia, Mississippi, Alabama—plus new sea coast resorts on the Gulf coast shores for fun and games! D-5.

FLORIDA ESCAPE

Jet-away to sun and fun in the state with much to offer—beautiful beaches, exciting cities, historic sites, everything imaginable in outdoor recreation. Disneyworld. D-6.

MID-CONTINENT, U.S.A.

From the quiet beauty of a Minnesota lake, to the bustling excitement of the nation's Second City, to the thrill of following the Lincoln Heritage Trail—the central states offer a wide variety of entertainment to travelers. D-7.

ROCKY MOUNTAIN COUNTRY

Any season is the right one to visit Colorado, Idaho or Utah. Spectacular Scenery, out-of-this-world skiing, trail-riding, shooting the rapids, keep visitors out-of-doors all year 'round. D-8.

A PLACE IN THE SUN

Arizona offers golf, swimming, the charm of Scottsdale, the grandeur of The Canyon and side trips to any of 19 Indian reservations. D-9.

WHERE THE ACTION IS!

In Nevada, of course—but there's more to it than the thrills of Las Vegas. Wise tourists also visit Hoover Dam, Lake Mead and Fire State Park. D-10.

CALIFORNIA—A COSTAL INTERLUDE

From the world's most perfect climate at San Diego, north through Disneyland, Knott's Berry Farm, Hollywood, San Simeon, Big Sur country, Monterey, to exotic San Francisco—no time to be bored on a trip like this! D-11.

THE 49TH STATE

Travel by ship or plane, but plan to spend part of next summer in Alaska in the heady atmosphere of American's last frontier. D-12.

"ALOHA"...

means hello or goodbye in Hawaii—and a lot of things in between. Visit one island or four major ones. Stopovers in San Francisco can be arranged also. D-13.

Special Interest Tours

Most companies have ready-made groups for which special trips, domestic or international, can be arranged. To receive information on travel for a special interest group, indicate which type trip you are interested in.

Theatre Dance Tour	\$1
Art Festival Tour	\$2
Holy Land Tour	\$3
Photo Tour	\$4
Hunting Tour	\$5
Fishing Tours	\$6
Safari	\$7
Ski Tours	\$8
Golf Tours	\$9

ADVERTISERS (XX)

For direct information on specific product or service indicate advertiser number on reader response card.

1. Abbey Victoria Hotel
2. Air Jamaica
3. American Express Co.
4. Beach Club Hotel & Cabanas
5. Boyne Country
6. Consortium International
7. Davis Agency
8. Dittman Tours
9. Dunfey Family Hotels
10. Eastern Air Lines
11. Hannah Manufacturing
12. Hawaiian Holidays
13. Hillerich & Bradsby Co.
14. Home Lines
15. Howmet Corporation
16. Hyatt Corporation
17. Int'l. Travel Promotion
18. Irish Tourist Board
19. ITT Sheraton Corp.
20. Jamaica Tourist Board
21. Japan Air Lines
21. Marigot Investments
23. Prestige Vacations
24. QSP, Inc.
25. Sands of Curacao
26. Savannah Inn & C.C.
27. Sheraton-Kingston Hotel
28. Spotts International

PLACE
STAMP
HERE

RECREATION MANAGEMENT

20 N. Wacker Dr., (Rm. 234)

Chicago, Ill. 60606

Dept. EGT73

(continued from page 20)

texture to your pictures, but the technique may be tricky at first.

Cameras with focusing lenses can be used as close as about 42 inches from the subject. However, larger images and greater detail can be obtained by using portrait or close-up lenses, or other extension devices.

First, use the smallest possible lens opening for the greatest depth of sharpness. Second, use a high shutter speed, if possible, to avoid the effect of blooms blowing in the wind. Third, try to always use a tripod or other support, and use a cable release. Fourth, at close distances the depth of sharpness is very limited, leaving little room for error. Take accurate measurements of the lens-to-subject distance to assure sharp focus when not using a special close up attachment.

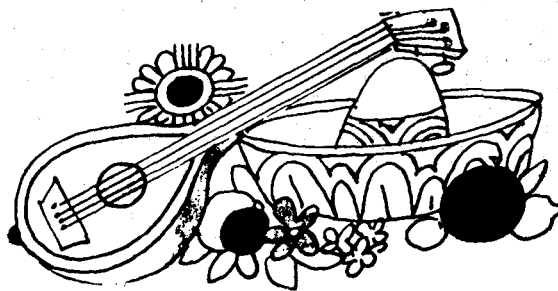
One advantage of using close-up lenses rather than lens-extension devices is that you use normal exposures. The strength of a close-up lens is indicated by its number, such as +2 or +3. The bigger the number, the closer you can get to your subject. You can even use two lenses together to get even closer.

At close-shooting distances, the camera viewfinder doesn't show exactly what will be in the picture unless you are using a single-lens reflex camera. This phenomenon is called "parallax". This occurs because the viewfinder is located above and often to one side of the lens. You can correct for parallax by tipping the camera slightly in the direction of the viewfinder after you have composed the picture. The closer you get, the more you need to tip.

If your camera will accept extension bellows or tubes, you can make close up pictures without accessory lenses. However, when you use these devices, you may need to increase the exposure to compensate for the "light loss" that results.

Try these tips and your own creativity to get a flower photograph that goes beyond a mere snapshot to salon quality, award-winning photography. And good luck! ■

May 18-23, 1973



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\$269.50* SPECIAL TO NIRA MEMBERS

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MAY-JULY 1973

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and Acapulco.

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*Per person based on double occupancy
and group affinity charter.

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a quality low cost vacation to Mexico City - Acapulco.

☐ I need a specialist that is able to handle all of the
details of a travel program to exciting destinations.

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Organization Phone

Address

City State Zip

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312/ 323-6760

Specialists in **QUALITY LOW COST** Group Vacations

How to interpret . . .

(continued from page 9)

every whim" or "distinguished cuisine for the most discriminating taste" don't give you any useful facts. Almost any cruise ship or resort hotel in the world could use these phrases.

In contrast to these empty clichés, here's a paragraph from a brochure promoting Geilo, a Scandinavian ski resort:

"There's terrain for all skiers, first-timer to Olympic champion. Two chair lifts and five T-bar lines to take you to the action. Buy a book of 90 lift coupons for under \$9. The Geilo Ski Lift up the nursery slopes will cost you a coupon. Rent a sled all day or ice skates (less than 75c). Take a week of ski lessons (around \$16). You won't have any trouble finding a multilingual ski instructor. There are 35 of them."

This is the kind of specific in-

formation you can use.

Pack the folder

Misrepresentations or actual frauds are rare, but they do occur. Take another look at the folder while you're actually on your vacation. If you're not getting all that's been promised, show the brochure to the tour guide or resort manager and request an explanation.

(Note: Sometimes even the most reputable travel companies must make substitutions. For example, a tour operator may have reserved rooms in a hotel that's overbooked. You are entitled, however, to substitutions of comparable value.)

If you arrive back home with the feeling you've been cheated—and you receive no satisfaction from whoever is responsible—talk to your attorney or the Better Business Bureau. The folder can help support your claim. Courts have held that travel companies are legally accountable for promises made in their brochures.

SKI WEEKS

Laurentian Mountains, Quebec

Come on up. The skiing's great! So are the fabulous ski week packages we have lined up. Everything included. We have no less than 8 ski slopes — right on the property. And we have 3 ski lifts — one of them a double chair. Plus miles and miles of cross country skiing trails. All of this plus accommodation in the finest French Canadian style. 68 rooms all with bath. Continental dining. And apres ski — mais oui!



ST. DONAT
QUEBEC

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New York (212) 689-5205

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Davis Agency	31
Dittman Tours	31
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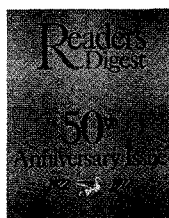
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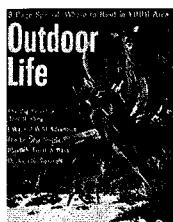
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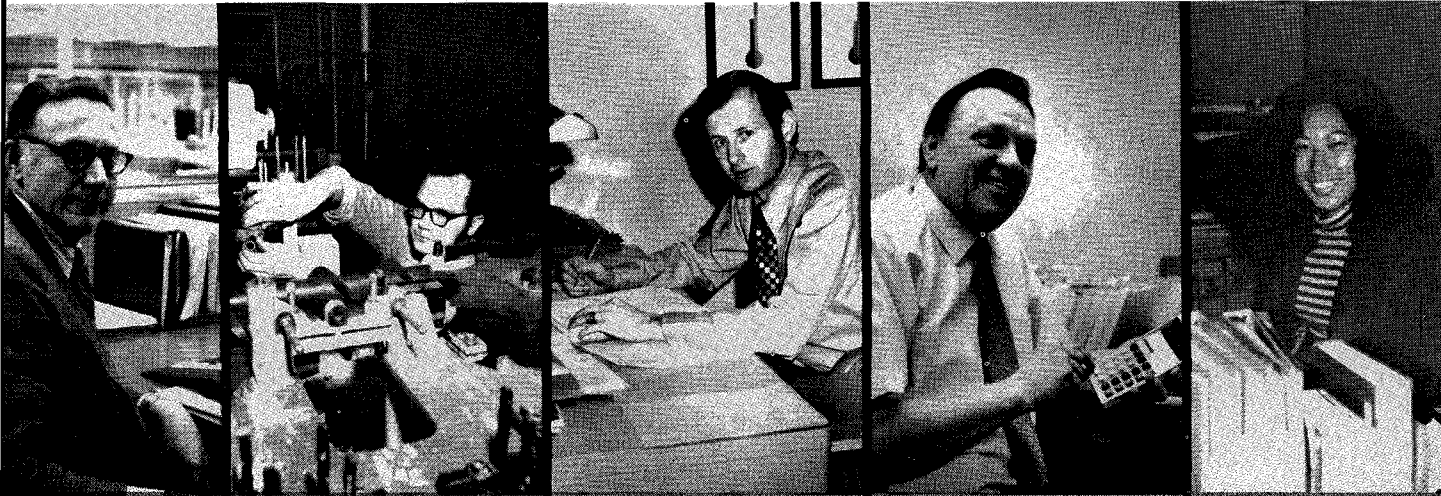
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Let's Play Tennis Hot Air Ballooning Retirees Greater Than Golf NIRA Conference Program



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Bargain hunting at the Continental Bank

Marjorie Keane is getting quite a reputation as a bargain hunter.

No, she's not out foraging in budget basements, but she is out to get the best possible discounts on travel, merchandise and tickets to theater, concert and sporting events for the more than 8,000 employees of Continental Illinois National Bank and Trust Company of Chicago.

As Administrator of the Personnel Division's recently-formed Employee Activities Section, Miss Keane has the demanding, but never-dull job of building a continuing program of activities, special events and discount offers.

For many years, the Bank has offered events that have become a tradition--such as intramural sports, an annual flower show, food drive, employee children's Christmas party and a program to provide dolls and toys to needy children. These events are sponsored by an employee-governed Bank Club, for which Miss Keane serves as advisor. These regularly-scheduled, annual activities form the base upon which the new, expanded program is being built.

One of the most successful activities during the program's first year of operation was a recent venture into group travel which saw more than 300 employees and

families sign up for a week's vacation on Spain's Costa del Sol. On the basis of the response to the Spain trip, Miss Keane is devoting a great deal of time to exploring other travel opportunities for employee groups.

The Bank's location in downtown Chicago puts it within taxi or walking distance of most of the city's theaters and concert halls. As a result, Miss Keane has been able to arrange substantial discounts on mid-week and off-season tickets to attractions such as the Broadway hit musicals, "Purlie" and "1776".

Sometimes, as in the case of last summer's Ravinia Park Music Festival, the Bank subsidizes the price of the tickets. Early in the summer, Miss Keane's office sold more than 9,000 coupons at 40 per cent off the box office admission price to events during the park's 1972 season.

In building the Employee Activities Program, Miss Keane has actively sought to include attractions with family appeal, such as "Disney on Parade", the Chicago Bulls professional basketball games and the Chicago World Flower and Garden Show.

Other money-saving offers for the Bank's employees are in the planning stages. For instance, arrangements currently are being made to enable employees to purchase "big ticket" items, such as automobiles, furniture and home appliances, at substantial savings.

Some of the activities in the Bank's program are directed at helping alleviate problems in the urban community. Miss Keane devotes one evening of her busy week as tutor-advisor for a tutoring program a group of bank employees conducts at a Chicago Housing Authority youth center. To accommodate those who would rather work with older children or the elderly, Miss Keane is working with various other community organizations to select volunteer service opportunities for the Bank's employees.

Priorities and a desire to firmly establish present activities have hampered the development of special-interest clubs, such as chess, bridge, art and photography, but Miss Keane is receptive to the development of such activities at such time as employee interest will support them.

This past summer she did, however, follow through on a widespread employee interest in fishing by conducting the Bank's first annual fishing contest, which was patterned after NIRA's own competition.

Why is the Bank concentrating on the expansion of employee activities and special offers?

"The Bank has doubled in size over the past 12 years," Miss Keane explains. "Because of our rapid growth, our operations are now spread over three buildings in the downtown area.

"We see our activities program as a way of bringing employees together and letting them know that we care about them as people, rather than simply as producers."



Marjorie Keane



Frontier Airlines Serves the West

Frontier Airlines started service 25 years ago, and has grown to be the second-largest of the regional or local service carriers in the United States.

Headquartered in Denver, Frontier operates over 15,100 unduplicated route miles, serving 97 communities in a 17-state area bounded by Mexico on the south, Canada on the north, Las Vegas on the west and St. Louis on the east.

Frontier's fleet consists of 48 aircraft--13 Boeing 737 jetliners, with a 14th to be delivered later this winter, 32 Convair 580 turboprop planes and three DeHavilland Twin Otters. The 737 jets carry 97 passengers and feature first class leg room at coach prices on every flight.

The 737's operate on such major Frontier routes as Denver/Las Vegas, Denver/St. Louis, Denver/Kansas City, Denver/Dallas, Dallas/Albuquerque, Salt Lake City/Denver and Denver/Billings. The Convair 580's seat 50 passengers and fly on some of Frontier's shorter routes, offering some cities their only scheduled air service.

The 19-passenger Twin Otters serve smaller communities in the Nebraska Panhandle and Montana, offering commuter service to and from larger cities.

As of January 1, 1973, Frontier had 3,303 employees, including 432 pilots. Denver is headquarters and hub of the Frontier system, and home of Frontier's maintenance base and computerized reservation system. Frontier serves Denver with 124 flights daily, in and outbound, with half of these departures in pure jet aircraft.



FRONTIER AIRLINES INC.

Frontier operates into the great vacationland of the Rocky Mountain West, and offers a number of reduced-cost tour packages for skiing in the winter and for summer recreation in the national parks. Tour folders are available through any Frontier sales office, or by writing Mr. Clay Blaylock, Manager, Commercial Sales, 8250 Smith Road, Denver, Co. 80207. Telephone (303) 398-5151.

New England's Innkeepers

A special way of doing things has made the Dunfey Family, not only New England's largest innkeepers, but also enabled them to extend their unique brand of hospitality South to Atlanta and West through Texas to California.

Having entered into business as a family, six brothers



and their mother, the Dunfeys have been successful in translating a close family relationship into a way of running a business.

It all began in 1954 when they bought Lamie's Tavern located on the Seacoast of New Hampshire. This beautiful restaurant recreated a New England tavern of Colonial times, sporting hand-hewn beams and a massive fieldstone fireplace.

Since the beginning, they have grown in leaps and bounds, adding such hotels and Motor Inns to their

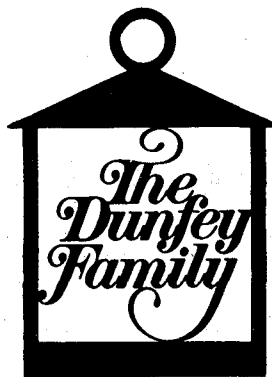
credit as the Famous Parker House in Boston, the New Baystate West Motor Hotel in Springfield, Dunfey's Hyannis Resort on beautiful Cape Cod and the exciting Royal Coach Motor Hotels in Dallas, Houston, San Mateo and Atlanta.

In all, there are 18 Dunfey Hotels and Motor Inns from Coast to Coast, totaling 5,000 guest rooms with

seven more properties under construction.

Whether it's business or pleasure, you will find a Dunfey Hotel or Motor Inn to meet your every need and expectation.

For further information, contact Joe Fitzgerald, Tour and Travel Director, Parker House, Boston, Ma. 02107. Telephone (617) 723-6007.





nira news

Attend world recreation congress

Arthur L. Conrad, Vice President - Public Relations for NIRA and a Vice President of the Flick-Reedy Corporation, and Frank S. Flick, President of Flick-Reedy, will represent NIRA and the United States at an International Recreation Congress to be held April 5 through 7 in Brussels, Belgium.

The conference theme is "Leisure Activities in the Industrial Society" and Conrad and Flick expect to present the conference with information on NIRA's contribution to industrial recreation in this country.

The International Recreation Association will sponsor the meeting and tour of European recreational facilities following. The Association is under the patronage of UNESCO. The presentation by Conrad and Flick will be translated into six languages.

Scovill flyers color-coded

For easier identification, activity flyers posted at Scovill Manufacturing are color-coded, following this Scheme:

- White—Rod/Gun Club events
- Yellow—Sports
- Green—Miscellaneous activities, contests, parties
- Blue—Social, culture, travel
- Pink—Blood Drive, special sales

Delta bridge tourney set

The 8th Annual Delta Airlines Bridge Tournament will be played on April 20 and 21 at Delta's Ground Training Facility at the Atlanta Airport.

The Friday night warm-up session begins at 7:30 p.m. The Saturday tournament comprises two sessions beginning at 1:00 p.m. and 7:30 p.m. All events are scheduled for the facility's auditorium.

Delco-Remy team takes second

A Delco-Remy team won second place in the recent Indiana Women's General Motors Bowling Tournament, held at Kokomo.

The winners scored a total of 2,910 pins in the 14th annual event, which drew more than 300 participants. The tournament was sponsored this year by Delco Electronics.

TRW resumes Old Guard Softball

Planning is now underway for 1973 action in the TRW Old Guard Softball League. It will be the third season for this popular activity.

League Commissioner Ralph Engler announces the appointment of an Old Guard Softball Commis-

sion to govern league rules, regulations and play.

"Each group will make any major decisions involving play for teams on its shift," Engler says. "Each group of officials will follow the same basic rules. All commission members are players themselves, they know the game and they will make decisions that are equitable."

"Right now we're involved in reviewing rules for team competition, setting up tentative schedules, planning the officiating and other details important to a successful season of softball action."

Engler says the construction of an outfield is being considered.

League play will open in mid-May, with teams organized insofar as possible within departments. Eleven teams including almost 200 players competed last year.

Noris schedules golf tournament

The second annual Norris Industries Los Angeles Area Golf Tournament is set for May 20, 1973 at Ontario National Golf Course.

The tournament will feature a shot-gun start at 1 p.m. Golfers will compete in three flights under the Calloway Handicap System. Trophies will be awarded to the first three places in each flight, with the President's Cup going to the low gross winner.

Center begins Weight Watchers group

The Rockefeller Center, Inc. Employees Recreation Association Weight Watchers Program got off the ground February 5th with an organizational meeting.

The two-hour program begins with a weigh-in at 4:30 p.m. A qualified lecturer from Weight Watchers, Inc. then presents the feature of the evening and answers questions. Meetings are held weekly.

The program was set up after more than 50 RCIERA members indicated an interest in it late last year.

SAND-KNIT'S COLOR WORLD



COMFORT! CONTINUITY! That's SAND-KNIT!

SAND-KNIT has the expertise and custom-tailoring know-how to suit any team for any occasion. In the past 52 years we've suited the professional and most of the amateurs for every major and minor sports activity. And we've done it with color, comfort and a deep sense of continuity.

For every sport under the sun, we bring all the colors in the sun to your attention. Including the 32 colors on this page plus over 13,000 striping combinations. We'll never limit your sense of color in the team uniform of your choice.

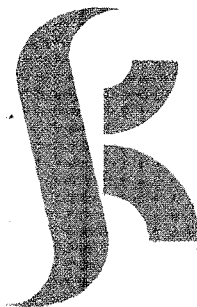
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DIVISION OF
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Let's Play Tennis!

By Tom Zak

Of all the Industrial Recreation activities which lend themselves to a profitable return on happiness among employees, one particular activity is proving itself definitely in the forefront. It is the amazingly attractive game of tennis.

Most industries have been more than awakened to the fact that Employee Development and Relations have become major challenges to the employer. The boredom syndrome, high absenteeism rates, general disinterest and the breakdown of communications within a company are growing problems.

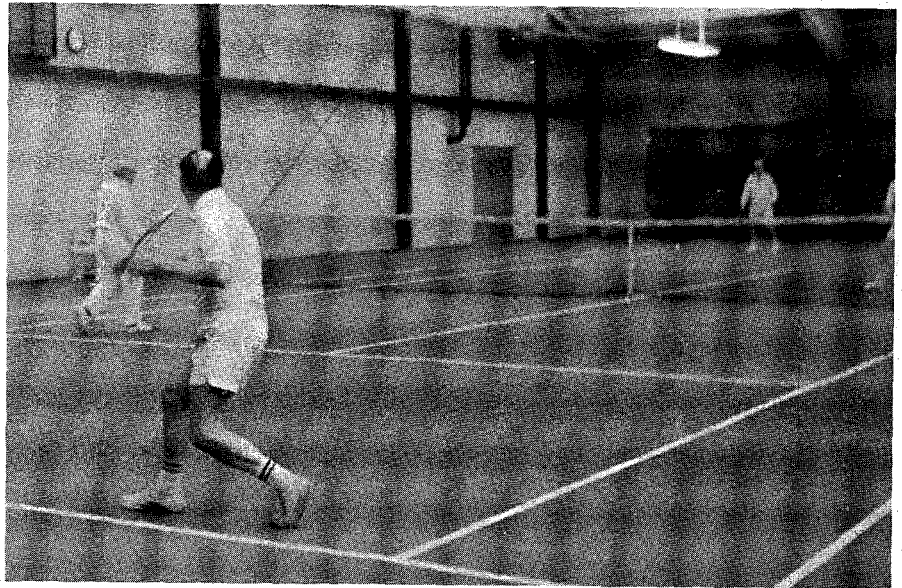
The need to develop loyalty and the esprit de corps necessary for people to work together as a total organization is very apparent. Here is the real strength of an organization.

In companies that are expanding or have already stabilized in size, the lack of loyalty and communications is especially evident. One of the most difficult situations is that found in a company whose operation is spread among various regions and branches.

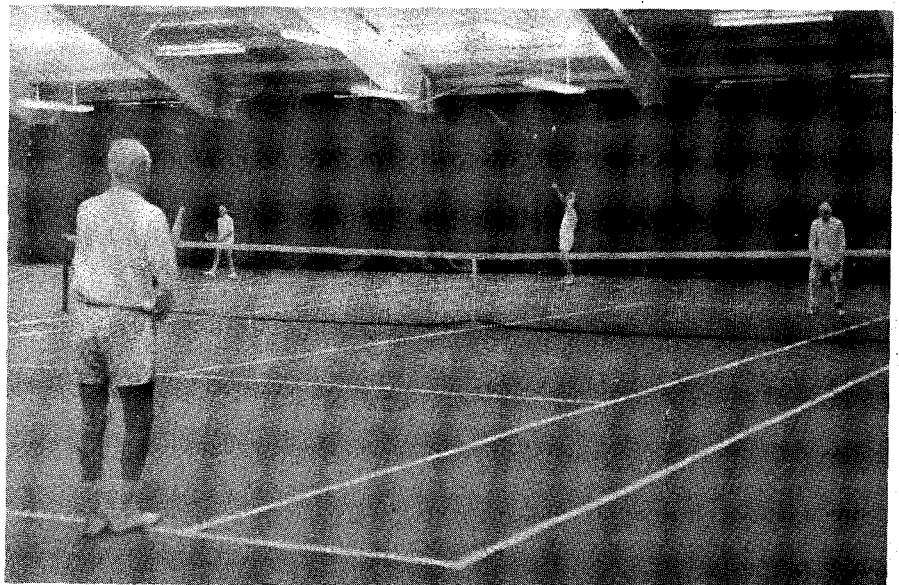
When a company has no Industrial Recreation at all, or has none at its branches, the most logical approach to starting a program is to very carefully select one initial activity which will capture the imagination of the sedentary employee. Full company support to this activity will spark his imagination and explode it into happy and competitive energy. When this happens, he will associate this pleasant change with his company and soon develop into a loyal and communicative employee. Quite a profitable investment for the employer.

In analyzing the various possible activities to choose that interest-sparking first one, I talked to every employee I could for over a year

(continued on page 13)



Indoor tennis doubles in action. The gentleman serving in the foreground was stricken with rheumatic fever as a young boy and was advised never to be too active. Instead, he began moderate exercise and later started playing tennis on a regular basis. Today, at 71, he still plays a beautiful game. The ages of the other players are 72, 65 and 43.





New retirees at Raytheon attend a pre-retirement counseling session in the plant dining room.

THE RETIREE TODAY AND TOMORROW

Raytheon's "Alumni" program helps a retiree feel he "still belongs".

By A. W. Porter
Raytheon Company
Andover, Massachusetts

According to reliable sources, there are potential changes on the horizon—changes that will require new psychological and social adjustments for retirees and a new set of challenges for businessmen, legislators and private citizens.

The most inconceivable change was discussed recently at a meeting of the Gerontological Society. The discussion revolved around the possible development of a Longevity Pill by the year 2000. This pill would enable a per-

son to remain as healthy at age 80 as he is now at 65, and prolong retirement. This disruption in the present retirement system could be compensated by re-training programs at age 45 and age 65. The most interesting aspect of the Pill is the retirement age. If maturation and aging were extended evenly through life, the learning process would slow down. Kids would be toilet-trained at age four, graduate from high school in their mid 20's and from college at 32. When would retirement come?

Many of the deep controversies regarding population change have been expounded by Senator Thomas F. Eagleton, one of the

most diligent advocates for the elderly. Senator Eagleton has said:

"One fact seems generally acknowledged—our society will be made up of a generally older population. The actual numbers of those who are elderly will be greatly increased as well . . . not only in the United States but most of the nations of the world . . . The eradication of many infectious diseases where they have flourished heretofore, points toward the extension of life around the globe."

This extension of life has already started to take form as evidenced by actuarial tables which show

that the average retiree at age 65 has 15 more years of life expectancy—15 vital years with more leisure time. It has been predicted that by the year 2000 an average of 27 years of a worker's life will be spent in retirement.

With or without a pill it seems certain that there will be greater numbers of people living longer lives, but the most substantial questions associated with longevity and later retirement will have to be asked of industry. How will industry cope with later retirements? What re-training programs will be necessary? How will Pension Plans be affected? And—of vital importance—will company recreation programs assume a leadership role in formulating program content and policies? To answer questions regarding the retiree of tomorrow, it is necessary for industry to first understand the retiree of today.

Today's retiree— and the dilemma

The fallacy that retirement means an end to activity and involvement—a time to be filled with meaningless pastimes—still runs rampant in the minds of many retirees. The tragedy of this fallacy is that it goes against man's nature, psychologically and physically.

Dr. Jonas Salk, discoverer of the polio vaccine, has stated: "When a person retires, he tends to deteriorate rapidly unless he keeps active both mentally and physically and has a justification for living."

Medical science has warned repeatedly that with inactivity the first breakdown in the bodily composition is mental. Physical decline inevitably follows mental decay—thus, old age comes long before it is due.

Members of the American Medical Association's Committee on Aging predict that the average life expectancy could jump from 70 to 80 years in one generation, if people would just follow a sane diet and exercise physically and mentally.

A well-known doctor has stated: "Retirement is ridiculous. When a man retires, he loses contact with many of the people he knew. He has no basis for 'shop talk' with his old pals. His horizon diminishes

mentally."

Retirees need nostalgia

It was on the same philosophy as the doctor's 'shop talk' that Raytheon Andover's program evolved. Our basic goal was to actually create the nostalgic past of our retirees.

Nostalgia and shop talk with old pals are synonymous, and nostalgia is one of the key factors in understanding the social and mental adjustments a retiree must encounter.

Most men and women, at retirement age, have passed



A. W. PORTER

through several life cycles involving "peer" or "common interest" groups. From grammar school to high school . . . to the military . . . to college . . . then to work—memories are established along the way, memories that possess one common ingredient—people.

Retirement, for many men and women, means a virtual end to any interaction with other people, thereby eliminating the opportunity for building new nostalgia or re-kindling the old.

At Raytheon Andover we were challenged to bring back "the good old days" for our retirees.

Prior to the actual structuring of Raytheon Andover's Retiree Program, a general theme or phrase was worked on—an identity which would eliminate usage of the word "retiree" (a word which, we thought, bore the stigma of finality).

We settled on the general theme and terminology used by colleges and universities: "alumni." "Alumni" conveys the feeling of "still belonging" through its normal connotation. After the name and general theme were established, the organization was relatively easy.

The first step in organizing was to invite all retirees to an initial planning meeting of the proposed Alumni Association. Raytheon's Andover plant was established in 1958, so it was necessary to do some scouting in order to compile a comprehensive mailing list of all retirees since 1958.

At the first meeting, the proposed Alumni program was explained and volunteers were solicited and indoctrinated. At later meetings, the volunteers chose among themselves an Executive Board and established a Constitution and By-Laws.

Staff leadership and financial assistance are provided by both the Andover plant and the Raytheon Employee Activities Association (hereafter referred to as the REAA).

Although some Alumni activities are fully subsidized, others are shared in cost by the grateful participants.

Alumni programs

There are four traditional (or nostalgic, if I may stress a point) programs that are planned by the plant Benefits and Services Section and the REAA. In addition to these, Alumni are invited to any activity sponsored by the REAA, including the travel program.

Following is a brief summary of the four annual Alumni programs, as well as a synopsis of special services offered to them.

(1) Retirement Party—Held semi-annually at a local restaurant where new retirees and their spouses are honored with dinner and gifts. The retirees are officially

news in brief

ASTA-Canada meeting set

The Third Annual ASTA-Canada Conference has been scheduled for September 13-16 in Vancouver, B.C.

More than 400 Active and Allied members are expected to attend the conference, which features discussions on licensing, charters, consumer protection and industry relations.

Do-It-Yourself

The 1973 Do-It-Yourself Show, a revival of one of the nation's most popular public events during the late '40's and early '50's, will be presented in Chicago from May 2 through May 6.

Originally conceived by William Orkin, the Do-It-Yourself Show was the world's largest showcase of hobbies and crafts and attracted over 100,000 visitors in one Chicago showing alone.

The Show will contain exhibits dealing with hobbies and crafts with an emphasis on home remodeling and gardening, features to help provide a cleaner environment and programs developed to encourage civic beautification.

The Show will be held at the International Amphitheatre.

WIBC holds 54th tournament

The 54th Championship Tournament of the Women's International Bowling Congress, opening April 5 at Showboat Lanes in Las Vegas,

Nev., will be the largest bowling event in history.

Entered are 9,644 five-women teams -- more than 48,000 women in all -- who will compete over a span of 107 consecutive days. The tournament will run through July 20. The prize fund will total a staggering \$706,431, more than double last year's WIBC record high.

AMTRAK goes abroad

AMTRAK will be represented throughout the world by American Sightseeing International (ASI) under the terms of an agreement signed between the national railroad corporation and ASI recently.

ASI's world-wide network of 100 member firms will now provide Amtrak with sales representation on six continents. This development is expected to attract an increasing number of overseas visitors on extended rail tours of the U.S.

The U.S. offices of ASI will offer transfer and sightseeing programs especially designed to meet the needs of foreign visitors.

In its 1972 annual report, Amtrak noted that revenues for the last half of the year were up 12.6 per cent over the same period in 1971.

Red Cross summer schools

The American Red Cross has announced the 1973 summer schedule of National Aquatic, First Aid and Small Craft Schools.

The ten-day special schools are conducted by experts in first aid, swimming and lifesaving and small craft handling and safety, according

to Charles Russell, national director of the programs. "The students learn by doing--as trainees and in practice teaching sessions--with remarkable, successful results."

The schools are operated at strategically-located campsites and on college campuses for the sole purpose of training instructors. Specialties such as Swimming for the Handicapped, Synchronized and Competitive Swimming, Canoeing and Sailing are offered at some schools. Persons who successfully complete courses are certified to teach Red Cross first aid, small craft and water safety courses in chapters, to conduct such courses for the businesses or industries in which they are employed, to become camp waterfront directors and swimming instructors or to teach in secondary schools and colleges.

Men and women may enroll if they are age 17 or over and are certified by a physician to be in sound physical condition.

Schools run from late May to late August. Contact your Red Cross Area Office for sites.

Employee benefits experts convene

Over 500 attendees from major corporations all over the U.S. are expected at the 7th Annual Conference on Employee Benefits, to be held May 15 through 17 in New York City.

National figures and industry leaders will discuss such key issues as:

- legislation on vesting, fiduciary responsibility, portability, disclosure, reinsurance

- investments--which ones are best for pension plans, which ones offer new opportunities?

- managing funds, corporate and bank trustee

- the economy--what is the economic climate in which employee benefit plans will operate?

- estate planning

- National Health Insurance--will it come in 1973?

For more information, contact Pension & Welfare News magazine, 461 Eighth Ave., New York, N.Y. 10001.

SCENIC ADVENTURE

THE GRAND CANYON RAPIDS BY BOAT



FOUR PROCEDURE

On your arrival at Page Airport on Sunday arrangements have been made with Page Aviation to transport you to your motel accommodations at the Empire House or Lee's Ferry where you will spend the night. Nearby restaurants offer a wide variety of eating possibilities.

It has also been arranged for Page Aviation to pick you up and transfer you to Marble Canyon where you will be met by your Tour West guide on Monday morning.

Your tour will assemble Monday at 9:00 a.m. at the Lee's Ferry loading ramp. The next five days will be spent in running rapids, enjoying calm water scenery and taking side trips. You will see boats left by old-timers like Bert Loper and Bill Bass. You will observe Indian Ruins along the river and will thrill at the refreshing swimming holes at the Little Colorado, and Havasu.

Friday at 11:00 a.m. your tour will arrive at Whitmore Wash 190 miles downstream from Lee's Ferry and you will have traversed through Marble Canyon, Grand Canyon National Park and Grand Canyon National Monument. At this point you will be transported 1/2 mile by horseback to a bus which will transport you to an airstrip where planes will be waiting to take you back to Lee's Ferry at Marble Canyon or if you prefer Page, Arizona or Las Vegas, Nevada Airports.

1973 TOUR DATES

All dates listed are Sunday dates. Passengers check in at the motel on Sunday; Tours assemble on Monday at 9:00 a.m.

April 1	June 10	July 30	Sept. 17
April 8	June 17	August 6	Sept. 24
April 15	June 24	August 13	Oct. 1
April 22 - 29	July 1	August 20	Oct. 8
May 6 - 13	July 8	August 27	
May 20 - 27	July 15	Sept. 3	
June 3	July 22	Sept. 10	

IT-TWGC-1 6 DAYS 5 NIGHTS
SINGLE FARE \$345 Per Person
 Plus Air Fare



(Area Code 801)
 Telephone: 225-2289

P. O. Box 333

TOUR WEST INC

OREM, Utah 84057

Run the Salmon River

THE "RIVER OF
 NO RETURN"

TOUR PROCEDURE

Upon your arrival at Missoula call the Holiday Inn (number 543-7231) and limousine service will be provided to take you to the Holiday Inn where you will spend the night.

Monday morning your tour group shall be provided with transportation to take you to the Salmon River where boats and guides are waiting to take you down the "River of No Return".

Monday through Friday will be spent running the Main Fork of the Salmon River with its rapids, calm water stretches, sandy beaches, colorful wilderness scenery and abundance of wild life.

You will thrill at running Salmon Falls, Elk Horn, Devil's tooth and Split Rock Rapids. You will visit places of the past such as an old gold mine, Barth Hot Springs and Buckskin Bill's home. Swimming is a daily occurrence in spectacular swimming holes along the river.

Friday evening you will arrive at Spring Bar. Saturday morning transportation will be waiting to take you to Boise International Airport.

1973 TOUR DATES

All dates listed are Sunday dates. Passengers check in at the motel on Sunday; Tours assemble on Monday morning at motel.

July 15	August 12
July 22	August 19
July 29	August 26
August 5	

IT-TWSR-3 7 DAYS 6 NIGHTS

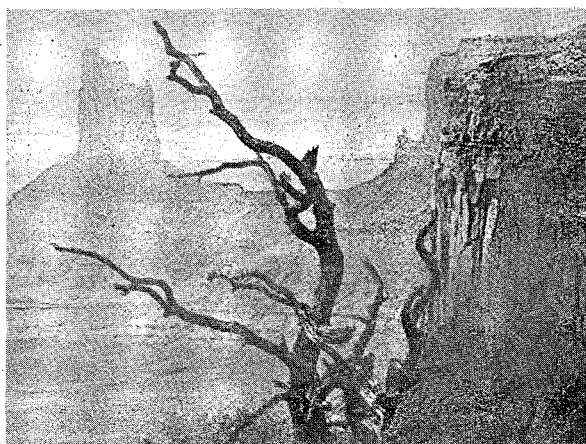
Single Fare ~~\$295~~ Per Person
 Plus Air Fare

Special NIRA Price
\$195.00



NATIONAL PARK TOUR

By Air
By Jeep
By Boat



TOUR PROCEDURE

On Monday you will be met on your arrival at the Moab Airport by Canyonlands Aviation who will take you on a scenic flight over the spectacular Canyonlands to Canyonlands Lodge where you will be our guests for the night. The following morning you will be taken by jeep through the Canyonlands area to the river where motor equipped rubber rafts are waiting to take you on a white water river trip through the famed Cataract Canyon.

You will have three days to spend thrilling to the splash of the rapids or relaxing as the worlds most fascinating scenery goes by. Your last day will find you at the headwaters of famous Lake Powell and deep in the heart of Dark Canyon where canyon walls are hundreds of feet high.

There will be ample time for hiking and swimming as your boat takes you down the river. The head waters of Lake Powell afford an opportunity to fish for Bass or Crappie which abound in the lake. You will arrive at Hite Marina Thursday afternoon and there you will be met by Canyonlands Aviation Company who will fly you back to Moab Airport where you can board Frontier's Commercial airlines back to Denver and connecting flights.

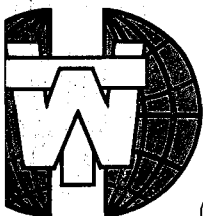
IT-TWCC-2 4 days 3 nights

Single Fare \$245 Per Person

1973 TOUR DATES

May 28
June 11
June 25
July 9

July 23
August 6
August 20



(Area Code 801)
Telephone: 225-2289

P. O. Box 333

TOUR WEST INC

OREM, Utah 84057

BRITISH HONDURAS and the TURNEFFE ISLANDS



TOUR PROCEDURE:

We will meet you in Belize, the capital city of British Honduras at 8:30 a.m. the day your trip starts at the Fort George Hotel. Launching our rafts from the beach outside the hotel we will travel to the Turneffe Islands where we will spend the next seven days fishing, swimming, scuba diving or just plain lazing on the beach in the sun.

Our mighty "Colorado River Rapid Rafts" will be the vehicle to take us to this Caribbean fun.

Tour West will be serving three meals a day which will consist of the same fantastic cuisine for which our rapids trips are famous, also these will be augmented by fresh seafood such as lobster, conch and fish which abound in the area.

Each night will find us sleeping on white sand beaches under the coconut palms which grow on the islands.

We will return to Belize and the Fort George Hotel by 4:00 p.m. on the last day of the trip.

TOUR WEST CARIBBEAN RAFT TRIP

IT2BNIBHI

7 days

6 nights

Single Fare \$395.00 Per Person.

1974 TOUR DATES

January 14
January 24

February 4
February 14



Tennis . . .

(continued from page 7)

and discovered that tennis is the answer.

But why tennis?

It is important to keep in mind that the primary purpose of company recreation is employee association in the interest of Employee Development and Relations.

Tennis is the one activity which suits perfectly after-work employee socializing, and is a good physical outlet. It is, definitely, the activity most conducive to conversation with many people and offers any degree of competition desired. The competitive element is always stimulating to people, whether they are participating or just watching and enjoying the excitement. Doubles in tennis develops teamwork, which is a premium commodity in employee development.

As America has found in recent years, tennis has every facet imaginable in a recreation activity, except for physical contact. This is a point well taken by the employer, I'm sure. The game can be played at any level and at any pace or power and even with any rules, in practice, with much enjoyment.

Just as good employers insist their employees try to take their earned vacations to get away from it all, and then hopefully return to work with renewed energy, the tennis court and tennis club serve as continuous mini-vacations from the mental strain and tension prevalent in today's work world. The general atmosphere of a tennis club is very pleasant and easy on the nerves.

This happy feeling carries over to the business day and a smiling employee is less likely to be headed for a doctor's office or a sick day.

But I Don't Play Tennis

Once a tennis club atmosphere develops, non-players will visit out of curiosity. The fun of a tennis club is contagious and stimulates people to watch matches, socialize with friends and make new acquaintances. Some of the added features of a club atmosphere are cards, chess and table tennis, which help lure people. In most cases, the non-player will eventually try tennis if he is not pushed and if lessons are available. There will always be an outstanding player who could handle lessons.

Organizing Company Tennis

The key to successful Industrial Recreation is full company support, rather than leaving the organizing only to a few employees who organize the programs on their own time. Industrial Recreation is not idle play time given free or at reduced cost, but is actually an investment by the employer with a high return in employee happiness, job performance and increased profits to the company.

When we talk about after-work recreational activities, we are also talking about being away from home. In starting tennis activities, it is imperative to include the wives and husbands of the employees. This both establishes a wholesome atmosphere for company recreation and assures that the wives and husbands will encourage the employee to take part, whether they personally do or not.

What Kind of Tennis Facilities?

If a company operation is under one roof, with additional property, recreation can be set up quite easily. When no space is available near the building, space can be rented or leased within a reasonable driving distance.

To set up Industrial Recreation at regions and branches, there are basically two possible approaches.

(continued on page 25)

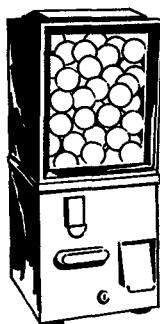
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Hot Air Ballooning HOT

By Ken Prince, CIRA

On November 21, 1783, two brothers who were in the paper business in France made a bag of paper and cloth, lit a fire under it, using straw, cow chips and any other heat- and smoke-producing material they could find, and became airborne for approximately five minutes.

A neighboring Frenchman went one better--for the time--and made a gas balloon. Both of these methods of flying were very dangerous because of the combustible and explosive qualities of the materials used. New light-weight, flame-

resistant fabrics and propane gas have been very instrumental in popularizing the nearly 200-year-old sport of hot air ballooning.

Helium increased the safety aspects of ballooning, but even at today's prices, the cost of filling a gas balloon is prohibitive--approximately \$5,000 just for the gas to lift one man--not to mention balloon cost. So today ballooning is comparatively safe and reasonable, hence the growing popularity of the sport.

As modern man becomes more aware of group purchasing power and ownership, so hot air balloon clubs are sprouting across the country.

Among the first of these clubs was the Lockheed Employees Recreation Club-sponsored Wind Drifters, headquartered in Burbank, California.

The Wind Drifters' request for sponsorship was approached very cautiously by the L. E. R. C. At that time there was no precedent set for liability insurance for such a group. They were considered as any other aircraft, which made the cost prohibitive to protect the L. E. R. C. from any claims that might occur.

This problem was overcome by having the Wind Drifters members purchase and own their own balloon as opposed to the L. E. R. C. owning

equipment. All activities are planned and planned by the group, --other than furnishing a place meet--the L. E. R. C. does not come involved. For further promotion, the Wind Drifters have incorporated themselves separately from L. E. R. C.

The "Wind Drifters" have been in operation for four years, and currently have a total of 108 members. There are three classifications: 41 flying members who get to use the balloon and training if necessary (\$100), 54 supporting members who act as ground crew and go along for a ride when there is room (\$15) and honorary members who have contributed to the club and enjoy the same privileges as supporting members (free).

Many aeronauts throughout the country have formed an organization called the Balloon Federation of America. This group has worked very diligently to promote ballooning by sponsoring activities for this sport, and has been able to set some precedents for the insurance companies. Their membership enjoys a considerable savings by their group purchase power.

As you watch a hot air balloon floating high in the sky you wonder what problems could come from such a pretty, soft-appearing piece of equipment. As with aircraft, the ground--not the sky--can be the problem. Balloonists are at the mercy of the winds, even more than a sailboat enthusiast--you can't tack a balloon. Usually launchings take place in an out-of-town locale. If the winds blow you over a ranch during your ascent and you are pulling the last valve which allows the burners to emit 4,000,000 BTU's, any livestock on the ranch is apt to panic. In one case, a balloon panicked a farmer's pigs. They broke their fence and stampeded, causing many of the breeders to miscarry. Of course, the aeronauts were liable. High tension wires are always a concern to the balloonist. Not only safety for the equipment and pilot as the floats into wires, but the chance of knocking the power out in a manufacturing area, which could be quite costly to the underwriter.

Anytime a balloon is in the air many spectators gather, curious to see what is going on. If the pilot has the misfortune of making his descent in the middle of some farmer's

bean patch, it can be disconcerting when the spectators stamp out the crop trying to get closer to the balloon.

A few years ago, a college student was testing his home-made balloon for inflation. It broke away from him and knocked out several blocks of electricity. Needless to say, there were many angry people in the neighborhood, as he had chosen January first, during the Rose Bowl Game, to do his experimenting.

(Editor's Note: the author would like to point out, at the request of Balloon Club members, that incidents cited were not experienced by any of the members.)

Balloons and balloonists are under the jurisdiction of the Federal Aviation Administration (FAA) and both must be certified to be legal to fly. The pilot must have a minimum of eight hours to be eligible for his license and pass a written examination, slightly modified from the regular pilot's test. Any balloonist who has earned his license can train students in the procedure of ballooning. There is no Instructor's rating available at this time.

Lawrence Peabody ("Wind Drifters" member) assists as Capt. Joseph Franchese and Dario Borg-hino wait for their first balloon trip. The Club hosted the two Italian Air Force Officers for the day.



It is recommended that people do not try to make their own balloons. There is more to it than just making a bag to hold hot air and fastening a gondola under it. The two major balloon manufacturers have done much engineering and experimenting to produce a safe vehicle for the balloonist.

If you have a group that wants to buy a balloon, talk to them. If there is good, mature leadership available, it can be a very active, interesting group. The base equipment cost is about \$5,000.

The balloons can also be very attractive tethered over your Company picnic and other activities. ■

The Author is an honorary member of the "Wind Drifters". He has been Clubs Director at the L.E.R.C. Burbank for 19 years, and has had several pictures and articles in R/M in the past.

American Express a choice of three

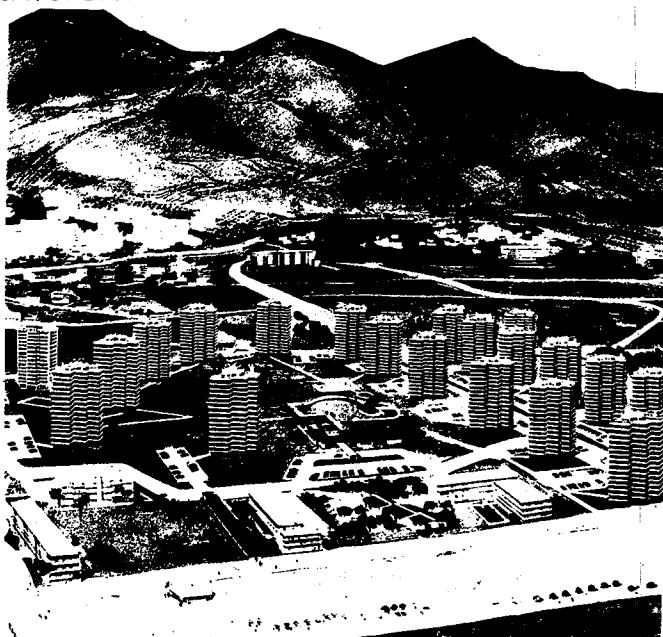
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Costa
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8 days -
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SATURDAY RETURNS

\$289⁰⁰
per person



Here is a unique opportunity for your employees. Seven nights on the Spanish Riviera in a DeLuxe resort hotel. This is the Playamar in Torremolinos, Spain . . . Europe's largest resort hotel complex. Here is what's included: Round trip air transportation with inflight meal and liquor service provided; Double occupancy in a luxury two-bedroom suite with terrace view overlooking the Mediterranean; Continental Breakfast and lunch or dinner each day; Festive Welcome Sangria Wine Party complete with entertainment. Round trip transfers, portorage, tips, and taxes are included for all of these services. Additional optional sightseeing is available.

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OVERLOOKING DIAMOND HEAD
AND THE PACIFIC OCEAN—

SUNDAY DEPARTURE — MONDAY RETURN

\$299⁰⁰
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Round trip air transportation via World Airways with complimentary inflight meal and liquor service; Seven nights' accommodations in a twin-bedded room at REEF HOTEL, on Waikiki Beach; Transfers to and from the Airport; Traditional Lei Greeting; Sightseeing tour of Honolulu and surroundings; tips and taxes for services provided; Orientation Meeting with Continental Breakfast.



World Airways, A U.S. Certified Supplemental Carrier . . . World is one of America's three largest worldwide airlines . . . and the world's largest charter airline, with an outstanding 25-year safety record. With World you'll never sacrifice luxury for economy. World believes you don't have to buy a first-class ticket to be treated "first-class!"

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The sport of flying radio-controlled model airplanes is growing phenomenally.

It appeals to so many for such varied reasons, in fact, that its devotees swear...

It's Greater Than Golf

**By Earle L'Homme
Commissioner
Model Airplane Club
Northrop Aircraft Company**

It is Saturday morning and you are on the flight line with your new Cessna 310. You press in the electric starter for the left engine. Leaving it running at a fast idle, you then start your right engine. Let both engines warm up while you check out the controls, ailerons, elevator and rudder; now you are ready to taxi out to the runway.

As you get to the down-wind end of the runway, you turn facing it and press your electric brakes. Holding on the brakes, you rev-up the engines, then go back to an idle. There's no tower here so you look up and down the runway for other airplanes landing or taking off. The sky is all clear so you taxi out to the center of the runway and head into the wind, pressing your throttles on full as you turn down the runway. Keep the nose down that white line as you start picking up speed.

As you lift off you snap on the switch to retract the landing gear. You make a 190° turn down-wind and adjust your trims. You circle the field and the airplane feels real good so you try to shoot a landing. You throttle back and make your down-wind leg, looking all around to be sure there are no other airplanes in the pattern. Just before you turn on the base leg you drop the flaps. As you turn off the base leg toward the runway, you drop the landing gear. As you cross the threshold of

the runway you cut the throttle to idle and let your ship settle down on the asphalt. After rolling to a near stop you turn off the runway to the taxi strip. Taxiing back to the parking area you give a sigh of relief--what a beautiful handling plane!

Of course, it's not a real airplane, but it is a seventy-two-inch radio-controlled model. It is registered and insured by the Academy of Model Aeronautics. There are 46,000 members of this unique group of people, coming from all walks of life to band together in the prideful distinction of being the largest sporting aviation group in the world. We AMA members represent the United States in international aviation affairs and responsibilities through our being a division of the National Aeronautic Association.

Thirty-two of the nation's best Radio Control Modelers assembled in Huntsville, Alabama, last September 22-24 for the R/C Masters Team selection tournament. This tournament was organized by the AMA; at stake were the three highly-prized positions on the United States team for Goriya, Italy next September.

I am the commissioner of the Northrop Modelers Club, sponsored by the Northrop Aircraft Company of Hawthorne, California. We have, with the help of the Northrop Recreation Club, leased a field, fenced it and put in a paved runway 350 feet long by 40 feet wide.



The author with his radio-controlled replica of a World War I Italian Scout Ansaldo SVA-5.

Northrop's legal group, the Recreation Club and myself worked for almost eight months on the lease of our field from Standard Oil Company. Our co-lessee on the property is the North American Model Club. Our membership list consists of 153 members, including Northrop Test Pilots, the Supervisor of Engineering, Engineers, Model Makers, Technicians, Machine Operators, Barbers, Business Men, Airline Pilots, an Active Colonel in the Air Force and Doctors.

A few of us Northrop modelers decided to put on a show for the Northrop Recreation Club picnic. No sooner had we got a couple of planes in the air when the kids started to jump off the rides and run over to the ball park where we were flying. By the end of our show, about half an hour later, the only people left in the amusement park were the ticket collectors, all the rest having moved to the baseball field to watch us fly.

We were also asked to put on a model airplane show at the Torrance Air Show last year. We put on a 1/4 midget air race (four models flying around pylons together). We also flew some scale airplanes. The crowd went wild and we were invited to return this year.

Our club has many junior members. We try very hard to help these young people. Our club is known nationwide for its flying wing contest, held every November. In this contest we have free flight, gas powered, rubber powered, jet powered gliders and radio controlled

wings. A free flight model airplane is just that. It is trimmed to fly alone in a lazy circle, not climbing too steep under power, with a flat, almost stall, glide without power. A U-controlled model is controlled by two wires coming out of the wingtips to a small handle. When the handle is tipped back, the elevator moves up, making the airplane climb. As the handle is tipped forward or down, the plane will dive.

In a radio-controlled model, all surfaces move according to the amount of control on the transmitter. The operator grasps the transmitter with both hands, putting thumbs on the control sticks. The right thumb moves forward for down elevator and back for up elevator. The same right thumb moves right for right aileron and left for left aileron. Meanwhile, the left thumb moves forward for high throttle and back for low. It also moves the rudder. Switches on the transmitter manipulate brakes, landing gear and flaps. All main controls--throttle, rudder, ailerons and elevators--have a proportional trim button. Prices range anywhere from fifty to six hundred dollars for a complete radio to control a model airplane, car or boat.

It makes me feel good to see a father with his son out flying a model airplane. I, myself, have been building model airplanes since 1930. I think it is not only the largest hobby in the world, but also the greatest.



SLEEPING BAG DO'S AND DONT'S

Your newly-organized camping club might be full of enthusiasm but lacking in factual information on the equipment they will need to take along.

Perhaps most important for a group that plans to sleep under the stars and over the cold, wet ground is the proper sleeping bag. How to buy a bag, and later how to take care of it, is something everyone will welcome a few suggestions on.

DO consider all aspects of the trip first. Camping conditions can vary in the extreme. Will an average family camper be sleeping in a tent, a recreational vehicle, or out in the open? Will he be sleeping on the ground, in a bed, or on a cot? Does he camp exclusively in the summer or all during the year? All of these factors influence the weight of the bag you should choose. They may even dictate buying more than one sleeping bag.

DO select weight with relation to personal metabolism. This can vary to such an extent that conditions which seem warm to some can be cold to others. If a person is easily chilled, he probably would not be comfortable in a light bag. Personal metabolism differences make the temperature rating tables supplied

by most manufacturers with their bags nothing more than a guideline. Most manufacturers recommend a light bag rather than one that is too heavy on the theory that a person can always add insulation but that it is virtually impossible to take it away.

DON'T buy the first bag you like, whether it be the cheapest or the most expensive. Shop around. The great variable here is the type of insulation material. Most manufacturers rate their bags in terms of pounds of insulation. A typical heavy class bag would have five or six lbs. of insulation; a lighter bag would contain two or three lbs.

A manufacturer's rating also gives only a rough idea of the bag's insulating qualities. Five pounds of top quality insulation, made of synthetics such as dacron or fiberfill, provides much more warmth than a cheaper fill like cotton batting or Kapok.

By the same token, five pounds of insulation in an oversize bag would not provide the same amount of warmth as five pounds of the same insulation in a regular size bag.

For insulating ability nothing can beat air--preferably air trapped in

tiny pockets. And a fabric's insulating ability is related to its thickness--an inch of steel wool has the same insulating qualities as goose down when each is of the same thickness and contains the same amount of trapped air. The difference between insulating materials, then, is in their ability to retain their thickness or fluffiness or, as this quality is known in the trade, loft.

For years, northern goose down has been the standard by which all insulating materials are judged. It has the ability to retain its loft almost indefinitely...even after repeated crushing. Goose down's big drawback in a sleeping bag application is its cost, and maybe even more important, its inability to be washed.

The new generation of insulating fabrics, primarily in synthetic blends, is very good. Dacron, for instance, is second only to down and fine feathers for warmth and lightness. The most expensive of these blends still cost much less than down. All are washable, all are non-allergenic and some can even be made in continuous batts and thus need no quilting.

There are other insulation materials, among them wool, Kapok (suitable only in warm weather), and cotton, which is a better insulation than wool but must be kept absolutely dry to be effective.

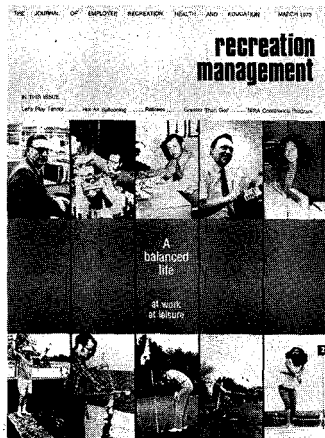
DON'T buy a sleeping bag without checking its washability. This factor is difficult to overemphasize. Most safety experts agree that it is unwise to dry clean sleeping bags because some of the solvents used in the dry cleaning process give off poisonous fumes. Should these fumes become trapped in the bag--a not unlikely circumstance--the results could be dangerous.

Yet, in a way, a sleeping bag is like an item of clothing. It will get soiled in normal use and should be, for reasons of health and comfort, kept clean. Bags which cannot be washed--and many on the market today cannot--are just not practical.

DON'T even consider a bag that is completely covered top and bottom with rubber, plastic or anything else that holds moisture. The camper who falls into this trap will inevitably find himself sleeping in a pool of his own perspiration. Aside from being uncomfortable, it can

(continued on page 21)

About The Cover



This month's cover exemplifies Industrial Recreation Programs at all employment levels. Individuals pictured at their jobs and during leisure activities are employees of (from left) Flick-Reedy Corp., S. C. Johnson & Son, Inc.; Grimes Manufacturing Co.; Victor Comptometer Corp. and the McDonnell Douglas Astronautics Corp.

also be dangerous. If the temperature should fall below freezing, there is every possibility that the camper might freeze to death encased in a moisture-laden bag.

DO investigate the type of zipper on the bag you're thinking of buying. A zipper that allows only a partial opening makes the bag difficult to clean and air out. Choose a bag with a zipper running the length of the bag, so the bag can be laid flat and spread out.

The zipper can also be a potential cold spot. Air can be sucked through the teeth of the zipper as the sleeper moves unless the bag designer has provided some protection. Good bags have special insulated gaskets which overlap and seal off the zipper. Some campers also distrust the jamming possibilities inherent in zippers, and choose snap fasteners instead.

DO compare prices. Quality often follows price, but in many cases buying the best quality bag isn't practical. Many modestly-priced bags will serve the average camper indefinitely, and the high-priced bag

would be a waste of money. On the other hand, the person who uses his bag frequently or who must depend on it in adverse conditions should get the best bag he can afford.

DO take care of your bag. Mildew is a bag's worst enemy. Never put your bag away damp. The new synthetic insulating materials are extremely good in this respect in that they do not absorb or hold moisture.

Most experienced campers hang their bags out to air each morning on nice days, and this does serve to keep them fresh. However, sunlight in large doses can deteriorate any material after a while, so letting the bag hang out in the sun all day is not a good practice.

Today's sleeping bags suit today's camper, the average member of your outdoors group. They are easier to take care of, much easier to carry around when folded and much more colorful and attractive to look at. Buy your sleeping bag wisely and its user will enjoy the best of all these features. ■

New, Rugged, All-Aluminum Southern PIKNIK Outdoor Tables

- Tough extruded aluminum alloy.
- Lasting decorator colors in polyester baked enamel.
- Proved durability and low maintenance—same materials used in thousands of stadium seats. (We pioneered aluminum stadium seating.)

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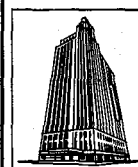
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new products

1 Portable fogger

In the past, campers had two ways of dealing with insects--they could surround themselves with nets or fight back with aerosols.

Now there's a propane-powered insect fogger that rolls out a blanket of insect-killing fog anywhere, in the back yard or miles from civilization. The fog stays in the air longer to trap insects, yet the Environmental Protection Agency approves it for camping and outdoor sports minutes later.

Works without electricity, compressors or motors.



2 Baseball glove

This glove features a wrap-around wrist strap with tape fastener to allow adjustment to any tightness. It also includes a white deerskin palm and fingers and patented elastic back. The glove is all nylon thread sewn. Sized for adults and little leaguers.

The batting glove was used extensively by major league players in the 1972 world series.



3 Wheels to tracks

Here is an add-on attachment designed for use on four-wheel-drive vehicles to travel where they have never before been able to go.

Changing from wheels to tracks is as easy as changing tires. The tracks attach over the same lug bolts that hold the wheels on--in less than 30 minutes. With a foot-print pressure as low as one-half pound per square inch, it will go virtually anywhere a snowmobile will go, but with the comfort and safety of a modern motor car.

Many uses, great on all terrain.

4 Trailer lock hook

This safety hook provides additional security for boat and travel trailers when used with a safety chain. It virtually eliminates unhooking or "bouncing out".

The slotted hitch bar is designed to bolt or weld behind the ball of the hitch. The natural hang of the chain will cause the lip of the hook to hang at a right angle to the slot in the bar and thus prevent the hook from bouncing out.

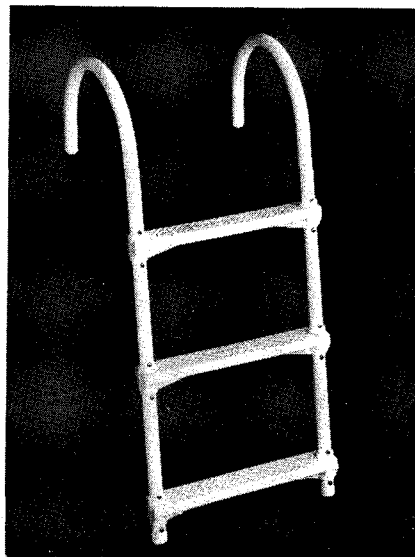
5 Outdoor litter control

This unit is ideal for litter pick-up at any place that attracts paper, cans, broken glass, newspapers, grass clippings and leaves.

It has a nine-bushel-bag capacity and cleans a 30-inch swath. The four-inch-diameter, 14-foot flexible hose is ideal for removing ground cover and debris from under shrubs and plantings, along walkways and other hard-to-get areas.

6 Non-sticky grip agent

This grip agent is a glue and resin formula in tube form that is easy to carry, easy to apply on your hand or on your golf club handle, tennis racket handle, baseball bat, etc. It is nontoxic, non-irritating and will not "ball up" on your hands.



7 Boarding ladders

These three-and-four-step boarding ladders feature a new "fire" coating that stays white, is highly resistant to abrasion, impact, solvents, chemicals and airborne pollution.

There are five positions to adjust, blue or white polypropylene molded steps and positive flotation.

8 Landscaping tractor

Get your grounds and playing fields in shape with this tractor, built for small jobs and landscaping.

Powered by a 19½-hp air-cooled two cylinder four-cycle engine, it can handle mowing, lawn care, landscaping, construction and snow removal.

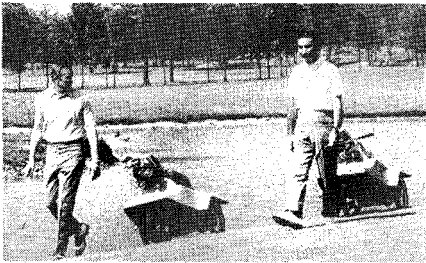
A variety of special attachments can adapt it for many other uses.



9 Sandwich maker

Fresh sandwich ingredients instead of ready-made sandwiches are sold by this new vending machine, called "Gulliver's Lunch Box". It dispenses two packages of ingredients for a single deposit.

One holds meat or cheese; the other holds the bread or roll, plus a pickle, tomato or hard-boiled egg. Now employees can truly customize their vended lunch.



10 Electronic caddie

This caddie electronically follows eight to ten feet behind you as you play golf. Then it stops three feet away when you stop.

The caddie uses a homing device actuated by a three by four-and-a-half-inch transmitter which you can keep in your pocket or on your belt. Its nine-volt battery pack operates the two 24-volt, variable-speed motors that drive the caddie's wheels.

It follows wherever you go

because it is preset to accept signals from your transmitter's frequency only. This robot-like golf cart is ingenious, as well as practical.

11 Ice-less hockey

Now your junior leagues can play hockey year 'round, indoors or out, with or without ice.

This 43-inch stick is constructed with a shatterproof plastic shaft and a fiberglass blade that can be shaped to the individual's "personal curve". Rugged, lightweight plastic pucks and balls leave no marks.

12 Nylon glass holder

A convenient marine accessory that can be used in cars or recreational vehicles of all kinds just as easily.

Designed to fit a variety of standard size glasses, the fully gim-balled holder easily fastens securely.

13 Portable heater

Hunters, campers and other outdoor sportsmen can now have instant hot water with this new portable water heater.

Fueled by economical and readily-available bottled gas, the heater is operated by pumping. Water temperature can be varied by varying the pumping rate. The heater carries a one-year factory warranty on materials and workmanship.



14 Family teepee

Your traveling home can be this teepee, made of top-quality, water-repellant and mildew-resistant materials. It folds down for compact storage in car or canoe and can sleep a family of five.

The teepee is ideal for a group project, too, since it comes ready to paint with Indian designs and is also available in kit form. Easy to put up and take down, too.

new products

R/M 3/73

☐ Please send more information on the new products circled below.

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☐ Please enroll me as a new subscriber to R/M. (One year—\$5; two years—\$8; three years—\$10)
☐ Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

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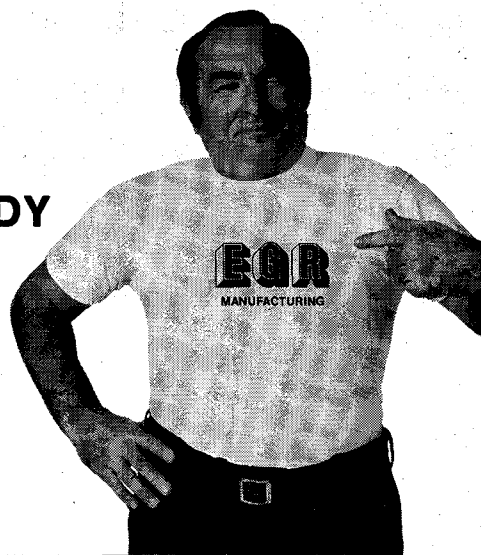
He'll show you everything you need for any recreation program. Full uniforms to coordinates. T-shirts, sweatshirts, jackets to socks and jocks. And they'll increase pride in appearance and behavior by being uniquely yours with special designs, styles, colors.

You'll be ready when your program starts because we have a sales force that covers all 50 states, giving personal service anywhere. We maintain large stocks of inventory in three major distribution centers, strategically located for fast delivery. Wherever you are.

With 50 years of experience in sports and athletic wear we think we know most of the problems. And we can help stop them before they get to be problems. So call your Champion man or write us.

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August 4, 1972

Ike Matza
Hawaiian Holidays
500 Fifth Avenue
New York, N.Y. 10036

Dear Ike:

On behalf of the Board of Directors of the National Industrial Recreation Association and the members of the Association who had the very fortunate opportunity to take part in your Executive Familiarization Tour to Hawaii, I would like to thank you for a most splendid performance.

You have many firsts with NIRA! You are the first tour operator to handle a National Conference post-Conference Tour and you did a first class job. Correspondence from the participants indicates that all were extremely pleased and impressed with your flawless arrangements during the entire 7-day excursion to three of the Hawaiian Islands.

My personal observation of the tour assured me of the high quality performance and arrangements your company produces. You are regarded as one of NIRA's finest supporters through your advertising, exhibiting and Associate membership. We hope that each and every company within the membership will have the opportunity in the future to personally witness your tour arrangements. On behalf of all of NIRA, I thank you again and look forward to continued business.

Respectfully,

Michael A. Fryer
Michael A. Fryer
Executive Director

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Lowest charter air rates and NUMBER ONE in service!

Take advantage of Hawaiian Holidays' amazingly low charter air rates to Hawaii* (ranging from about \$100 West Coast to \$200 East Coast) and give your group a vacation in paradise at prices never before available. Comparably low charter rates to all other destinations.

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OUR 16th YEAR

*or the Orient, or California or Las Vegas too!

Tennis . . .

(continued from page 13)

In major city areas where several offices or plants exist, a central location should be selected, possibly leased property in the suburbs, where a tennis club would be set up. This is a company's best choice, generally, because it immediately establishes the tennis club atmosphere. With such a facility, other recreation can be added in the club house such as chess, cards and table tennis. By lighting the courts for night play, many more people can be accommodated. The club can also be utilized for business meetings and other functions, rather than renting space elsewhere. The money saved can be applied to Industrial Recreation costs.

The other alternative is to build a minimum of one lighted tennis court at each location. This is also a good plan, since it would provide instant tennis for all, with little travel.

Tennis Stimulus

Enthusiasm is the heartbeat of Industrial Recreation. To stimulate people, imagination and ingenuity are vital. Some of the interesting facets of tennis club activity include tennis lessons, player ranking and matches, tournaments with trophies, tennis exhibitions by known top players, tennis movies (both candid and rented), parties, dances, musical entertainment, group attendance at professional matches and even tennis matches and social tennis with other companies.

It pays to advertise
in the pages of
**RECREATION
MANAGEMENT**

What About Winter?

In areas of the country where outside play is more limited because of poor weather, there are possible ways to extend the tennis season.

One technique which is currently being used by some clubs is to cover one or more outdoor tennis courts for winter with an air structure called "the bubble". This is a temporary building made of vinyl-coated fabric, which inflates with very low air pressure from a compressor. Inside, lights on stands are set up and heat can also be provided. When winter ends, the structure can be removed in a day and stored. The lights are then used for night play. Sometimes these structures can be purchased used at a savings.

Another possibility is to rent space as a group at an indoor tennis club. The opportunity here usually depends on whether the proprietor could use extra business and also on how many people would be involved. In some cases, people play at these clubs before work and receive lower rates.

About Physical Fitness

The lack of good physical condition has been a problem for the people of our country for many years. In fact, as a group today, Americans have poor physical condition, caused by lack of regular exercise in their lives. Poor heart and circulatory conditions are the result.

If the people of the United States were healthy and had good physical outlets, such as tennis, the country would benefit directly.

The employer, in the same way, can help his company very directly by using Industrial Recreation to keep his employees physically fit and thereby mentally alert.

Your Company Name and Tennis

Tennis has, without a doubt, become one of the fastest-growing sport activities in the United States.

(continued on page 44)



the long- distance ball with the \$ million cover

After 4 years, and an investment of \$1,000,000, Ram has perfected the first wound distance golf ball that will not cut, thanks to its DuPont Surlyn "A" cover.

And now, your company trade mark or sales message can be faithfully reproduced on two poles in as many as 3 colors.

They're great as gifts, premiums or as a "round" calling card! Send for brochure, prices and "test-drive" ball.

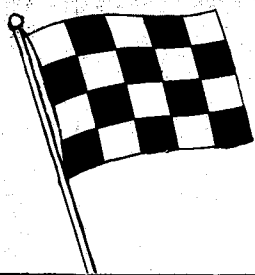


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GENTLEMEN: PLEASE
SEND FREE BALL TO:



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INDIANAPOLIS, INDIANA
2820 N. Meridian St., 46208
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NIRA has reserved the entire hotel until May 1, 1973. **Reservations must be made prior to May 1** or you will have extreme difficulty finding a room in the entire city of Indianapolis due to the heavy inflow of people to see the Indy "500" time trials and the race. You will be here during "Race Week" and we can't stress enough the importance of early reservations.

DAILY RATES

Single	\$18
Double or twin	\$23
Suites	\$50-55

REGISTRATION

Registration includes meals, hospitality parties, educational sessions, day at the race track and bus trip to Cummins. Transportation to and from hotel and track included.

	Entire Conf.	Daily
Delegates	\$75	\$20*
Delegates (non-member)	\$85	\$30*
Wives	\$60	\$20
Commercial (non-exhibitor)	\$200	\$70
Associate Member (non-exhibitor)	\$135	\$60
Extra Exhibitors per booth (two free with purchase)	\$35	\$20
Students	\$10*	\$3*
*meals extra		

MESSAGE TO THE DELEGATES

"Recreation's Role in Corporate Success", the theme of the 32nd National Conference and Exhibit, is indicative of the discussions that will take place concerning the effect of recreation programming in many of the most successful corporations in North America. The emphasis this year will be placed on improving one's skills in and the understanding of management, programming, and the operation of a complex employee social welfare program. These sessions, conducted by presidents and vice-presidents of corporations as well as other experts, will be of vital concern to recreation directors, personnel administrators, and others in corporate and recreation management. These stimulating, educational events should be placed on your calendar right now so you can plan to be in attendance May 18 - 23. I look forward to seeing you at this great conference.

MICHAEL A. FRYER
EXECUTIVE DIRECTOR

LARGEST SELECTION OF EXHIBITS

Don't miss the most extensive display anywhere of Industrial Recreation products and services. Meet the professional suppliers most knowledgeable in their field who can save your program many \$\$\$ and hours of work. Exhibit categories include arts/crafts... service organizations... entertainment... tour operators... visitor's bureaus... food/beverage/vending... sporting goods... car rentals... prizes/trophies/gifts... equipment and supplies... athletic apparel... cruise ships... hotels & resorts... travel agents... facility planning... air carriers.

POST CONFERENCE TOUR

For the 2nd Annual Post-Conference Tour NIRA has created an "Executive Familiarization Package" especially for you. Don't miss this opportunity to enjoy the hospitality and beauty of Jamaica's North Coast at a fantastically low price.

Experience the "Boonoonoonoos" spirit of Jamaica first-hand. Glittering, undulating sea, palm-ringed white sand beaches, sparkling starry skies -- all majestically framed by two towering blue mountains. This is Jamaica... isle of romance and legend.

Optional tours will be available from the hotel. See page 41 for complete program information and reservation coupon. Space is limited -- send your deposit now!

32nd NATIONAL NIRA CONFERENCE & EXHIBIT

“RECREATION’S ROLE IN CORPORATE SUCCESS”

INDIANAPOLIS, INDIANA - May 18 - 23, 1973

PROGRAM AT A GLANCE

	FRIDAY MAY 18	SATURDAY MAY 19	SUNDAY MAY 20	MONDAY MAY 21	TUESDAY MAY 22
A.M.	<p>8:00 (CC) Exhibitors Start Set-up and Register</p> <p>8:30 - 11:00 (S) Executive Committee Meeting</p> <p>11:00 (S) Delegates Registration and Information Opens</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 9:30 (CC) Regional Breakfasts and Business Meetings for Delegates</p> <p>9:30 - 12:15 (CC) Grand Opening of Exhibit Hall</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 10:50 (CC) Continental Breakfast for Delegates and Exhibitors, Annual Business Meeting and Election of Officers</p> <p>11:00 (CC) Buses Depart for Indy "500" Qualifications, Return approximately 6 p.m.</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 (CC) CIRA/L Breakfast and CIRA/L Awards Ceremony</p> <p>8:30 (CC) Breakfast For Delegates and Exhibitors</p> <p>9:45 - 11:45 (CC) General Session "Battleground or Administrator?"</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 9:45 (CC) Breakfast for Delegates and Exhibitors</p> <p>10:00 - 10:45 (CC) Concurrent Sessions "Offering A Recreation Loan Service"</p> <p>Concurrent Sessions "Volunteers or Recreation Staff Employees"</p>
P.M.	<p>12:00 - 1:00 (S) Special Committee Meetings: CIRA/CIR, L Regional Management, Research Foundation (NIRREF)</p> <p>1:00 - 2:00 (S) Special Committee Meetings: Recreation Management Magazine, Elections and Nominations, Legislative Program Services and Tournaments</p> <p>2:00 - 5:00 (S) Board of Directors Meeting - Gary D. McCormick, Presiding</p>	<p>12:30 - 2:15 (CC) Management Luncheon for Delegates and Exhibitors. "Employer of the Year" Award to Daniel J. Haughton, Chairman of the Board, Lockheed Aircraft Corporation</p> <p>2:30 - 3:30 (CC) Concurrent Sessions "Cardiovascular Stress Testing - The Company's Printout on Life"</p> <p>Concurrent Sessions "Selling the Concept of Company-Owned Recreation Facilities"</p>	<p>2:00 (S) Alternative Session to Indy "500" "Religious Education in Recreation Workshop"</p>	<p>12:00 - 2:00 (CC) NIRA Awards Ceremony Luncheon for Delegates and Exhibitors</p> <p>2:30 - 4:00 (CC) General Session "The Corporation's Return on Investment"</p> <p>4:15 - 5:00 (CC) General Session "The Humanization of Work"</p> <p>5:00 - 6:00 (CC) 1973-74 New Board of Directors Meeting - Edward M. Bruno, Presiding</p>	<p>Concurrent Sessions "Equitable Budgeting: Who Gets How Much?"</p>
EVE.	<p>7:00 (S) Official Conference Opening Banquet for Delegates and Exhibitors</p>	<p>3:40 - 4:40 (CC) Concurrent Sessions "How will the New CAB Rulings On Travel Group Charters Effect Employee Group Travel?"</p> <p>Concurrent Sessions "No Cost Programming During The Tight Money Squeeze"</p> <p>5:00 - 8:00 (CC) Exhibits Open with Refreshments</p> <p>8:00 - Free Evening</p>	<p>7:00 - 10:00 (CC) Exhibits Open with Fish Fry and Refreshments</p>	<p>7:00 - 10:00 (CC) Exhibits Open and Exhibitor's Host Hospitality Party Final Exhibit Hours</p> <p>10:00 (CC) Exhibitors Begin Dismantle through Noon Tuesday</p>	<p>7:30 (S) Conference Closing Banquet and President's Dinner Dance Gary D. McCormick, President 1972-73 Edward M. Bruno, President 1973-74</p> <p>Prepare for Wednesday Departure to the Sun, Sand and Sea of the West Indies' Most Desirable Pleasure Spot - Jamaica. Site of This Year's Post-Conference Tour.</p>

LOCATION OF MEETINGS AND EVENTS: (S) - Stouffer's Hotel(CC) - Convention Center

The Four Jamaicas

The Island of Jamaica will be the destination of delegates to the 1975 NIRA Conference & Exhibit, as well as the site of this year's post-conference tour. Here is an advance look at some of the pleasurable discoveries they will share with those who simply go for a vacation to the land of wood and water.

By Virginia Radcliffe

Jamaica is a green and mountainous island lapped by the waters of the western Caribbean Sea. Although it isn't very big (4,411 square miles), it is very varied. In fact, many people have commented that each of the four different areas most often visited on vacation or business has an individuality all its own. Each is distinct from the other three.

Montego Bay

The very name evokes visions of luxurious pads and glamorous people at play in a sunny, blue water setting. Actually its name is derived from a very unglamorous source back in the days of the Spanish occupation, when lard from wild hogs was shipped on galleons out of the spacious harbor. The Spanish word for lard is *Manteca*.

But today, the name is a magnet for thousands of people who fly or sail into that same safe harbor or vacation at one of the area's 150 hotels, guest houses, villas and apartments. Since these accommodations, varying from simple to magnificent, are sprinkled along a coastline of about forty miles, nobody steps on anybody else's toes. There is room for them all, and the only Montego Bay beach that could be described as crowded is the renowned Doctor's Cave. Everybody visits there at least once to

ogle everybody else while basking in the purest, clearest, most exhilarating water in the entire Caribbean. Also, it's in the center of town within easy access to a number of hotels and charming shopping plazas.

Next door, another beach is being readied by the Jamaica Tourist Board for visitors and 'Mobay' residents. This one, called Cornwall Beach, used to be a private club. Now it is getting some attractive amenities such as changing rooms and a cafe, a craft village and even an outdoor discotheque. The gentle surf is the same beautiful water fed by an underground spring and flowing into the bay.

Most people rent cars or go on tours when they come here for a vacation. Jamaica is a rather spread-out island with things to do and see that seem to be beyond the next hill. Many of the hotels to the west are perched on green hill-sides with views of bright foliage and sparkling water. Here is Tryall, a hotel and villa colony with a tropical 18-hole championship golf course that rolls into the Caribbean. Here, too, is Round Hill, where much of the glamour legend began and still remains, especially in the fashionable winter season.

Near Reading, where the Great River winds into the sea, visitors climb into cottonwood canoes and are rowed upriver to the twice-weekly feast and folk singing party under the stars. And here, on the western edge of Montego Bay, are

some of Jamaica's most exciting and colorful reefs for snorkeling and scuba diving.

The old town itself, made of streets winding around the steep hills that line the bay, is part Georgian architecture, part West Indian, part modern. There are restaurants, shops and nightclubs. Some of the old buildings have been restored and a new program is now underway for improving the whole downtown area, with brightened street lighting, a new crafts market and pedestrian shopping malls.

The north coast road to the east takes the traveler to and from Sir Donald Sangster Airport, one of the two international jet terminals (the other is at Kingston, Jamaica's capital). Here, too, extensive improvements are being made, with new air conditioning, visitors' assistance service, a refurbished airport restaurant and other amenities to make arrival easier and departure a regret. Here, too, are a pair of championship golf courses paralleling the sea: Half Moon-Rose Hall and the new Ironshore course. Golfers taking advantage of the Unlimited Golf program offered through the Jamaica Tourist Board and participating hotels may choose these, Tryall or the nine-hole Fairfield layout without leaving the Montego Bay area.

Almost everyone who comes to Montego Bay wants to see Rose Hall, a plantation "great house" first built in the late 18th century and,

(continued on page 44)

COME WITH NIRA TO JAMAICA, W.I. MAY 23 - MAY 27, 1973

The 2nd Annual NIRA Post Conference Executive Familiarization Tour will take you to the fantastically beautiful North Shore of Jamaica and Runaway Bay Hotel and Country Club. At these all inclusive prices* (\$241.00, \$196.00 and \$223.50, per person, double occupancy) you can't afford not to take part in this unbelievable program which includes:

- Bus transportation from Indianapolis, Ind., to Chicago O'Hare Field.
 - Round trip jet air transportation on Air Jamaica (Choose routing from following)
 - Chicago/Montego Bay/Chicago
 - Chicago/Montego Bay/Miami
 - Chicago/Montego Bay/New York
 - Round trip transfers, baggage handling between Montego Bay Airport and Runaway Bay Hotel and Country Club. Native music and drinks on bus for arrival trip to Hotel.
 - Complimentary rum swizzle party on arrival at Hotel.
 - Superior room at Runaway Bay Hotel and Country Club, 5 days/4 nights.**
 - Full course gourmet breakfasts and dinners daily.
 - Two complimentary cocktail parties (open bar) with hot and cold hors d'oeuvres.
 - Free green fees at either of Runaway Bay's Championship Golf Courses (Bring your Clubs)
- \$14.00 Charge (Air Jamaica) if over 44 lbs. baggage allowance.

*Jamaica Departure Tax (\$2.75 per person) not included.

**Single Supplement Add \$28.00

- One hour complimentary horseback riding.
- All hotel taxes and gratuities.

OPTIONAL TOURS AVAILABLE AT NOMINAL COST

For those who wish to see some of the sights unique to Jamaica's North Shore, arrangements have been made for the following optional tours from the hotel during your stay. Please indicate which tours you are interested in on the reservation form.

TOUR A

Ocho Rios Highlights Tour: Along the coast road to Pineapple Place shopping center; to hilltop Shaw Park Gardens, thru Fern Gulley into hills. To Lydford where Bauxite is mined, back to North Coast via Claremont, Columbus Memorial, and Dunns River Falls.

TOUR B

Plantation Tour: Tour Jamaica's largest banana, coconut and sugar cane plantations, the vast Brimmer Hall plantation in open-air jitney. Dip in the estate's pool before drive back to hotel.

TOUR C

Dunn's River Falls Tour: Stop for shopping (optional) at Pineapple Place before visiting Dunn's River Falls in Ocho Rios for picnic on the beach, swimming before return to hotel.

TOUR D

Rafting on the Martha Brae: Drive to Ocho Rios, Dunns River Falls and St. Ann's Bay, 25 miles to Falmouth, then to Rafter's Village site to board raft for ride downstream. In mid-afternoon you again board your vehicle for return to Ocho Rios.

TOUR E

Ocho Rios Night Club Tour: enjoy some of the unique night spots in Ocho Rios, drinks and entertainment included.

Please Return To: **National Industrial Recreation Association**, Post Conference Tour '73, 20 North Wacker Drive, Chicago, Ill. 60606

Yes. Please enter my reservation(s) for the Post Conference Tour to Jamaica.

I desire the tour with air routing (check one)

Chicago/Montego Bay/Chicago

Chicago/Montego Bay/Miami

Chicago/Montego Bay/New York

\$241.00 P/P, Dbl. Occ.

\$196.00 P/P, Dbl. Occ.

\$223.50 P/P, Dbl. Occ.

Additionally I would be interested in sightseeing tours:

A ___ B ___ C ___ D ___ E ___

Enclosed is my check for \$ _____ representing deposit ☐ full payment ☐ for _____ persons.
(Make checks payable to: NIRA - P.C. Tour)

NAME(s) _____

Company _____ Address _____

City _____ State _____ Zip _____

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The Trading Post

From Your Member Services Department

Your experiences and ideas can directly benefit other NIRA Company Members who submit their problems or requests to The Trading Post. And others probably can supply information you need. The Trading Post is your forum and R/M welcomes your participation.

TP-9

What are companies with plants overseas providing in recreation? Company needs information on how industrial recreation in these plants operates, how it differs from that of this country.

TP-10

Company would like to organize a Christmas party and needs information on obtaining gifts, planning activities, estimating costs, etc.

TP-11

How do companies control access of outdoor tennis courts, specifically limiting court use by community residents? Is there a key system for employees only, club membership for anyone or completely open use?

TP-12

What are the logistics involved in organizing a day camp facility not in a facility owned by the company? How are licensing, insurance, camper age, use of buses, coordination of employee work hours, etc. handled?

WHERE TO SEND INFORMATION

Write in reference to "TP-2" etc. with information, suggestions or your own questions:

The Trading Post
c/o NIRA
Suite 234, 20 North Wacker Drive
Chicago, IL 60606

The retiree . . .

(continued from page 9)

welcomed as "Alumni" and are presented honorary lifetime membership cards to the REAA.

(2) Alumni Day—An annual reunion usually held in the early fall. All Alumni are invited to the plant to meet old friends and co-workers; they take a guided tour of the plant and have lunch with their past supervisors.

(3) Alumni Spring Program—Usually a one-day motor coach scenic tour and luncheon.

(4) Alumni Winter Theatre Party—Held at a local cinema during the afternoon.

(5) Pre-retirement Counseling—Sessions are held semi-annually and include counseling in Insurance, Pensions, Social Security, Medicare, etc.

(6) Job Placement—An updated brochure is maintained which includes listings of available

volunteer and paid jobs for retirees.

(7) Alumni Directory—An updated account including names and addresses of all Alumni, providing a vehicle for communication with old friends regardless of the distance apart.

Although we've created a feeling of "still belonging", we really don't expect our Alumni to ascend the steps of the Raytheon Andover Administration Building and in the true tradition of a Yalie shout "Hail Alma Mater"—but if they do, we'll be ready! ■

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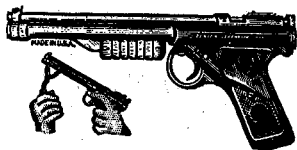
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Our Own Private Beach

Tennis . . .

(continued from page 25)

High school and college athletes who have tried tennis have discovered that to play the game at its best requires all the effort and talent they have to give. Tennis has thus become one of the biggest American sport challenges in our country. The demand has become so great that there has been a tennis boom.

The game has been streamlined for better television coverage with faster matches and larger money purses. Most every championship match has attendance at full capacity and more stadiums and indoor facilities are going up everywhere.

Many tennis tournaments are being sponsored by companies and are being shown on television. This form of advertising is quite powerful and attractive. Often, more than one company will share the expense of one tournament or exhibition.

By associating your company name with tennis activities and also providing tennis for your own employees and their wives and husbands, your image as a concerned and interesting company will be firmly established. ■

Jamaica . . .

(continued from page 28)

until recently, a ghostly ruin. Now restored, Rose Hall has become a center of activity of new hotels, villas and private homes, a shopping center and the attractions developed at the property itself.

The winding coast road takes one on toward the historic fishing village of Falmouth. Here, a steep country lane leads to the Martha Brae, a river that seems to have been designed by nature for tranquil floating on a bamboo raft. The Jamaica Tourist Board has helped nature along a bit, and today, trips downriver from the Rafter's Village, captained by expert raftsmen are among the most popular attractions on the island. Many sightseeing tours also include a stop at Jamaica Swamp Safaris for an astonishing glimpse of a real alligator conservation farm where a young American Indian named Ross Kananga raises them and then wrestles with the beasts to give them exercise.

Ocho Rios

Anyone with a smattering of Spanish would naturally try to translate the name "Ocho Rios" as Eight Rivers. Indeed, the long central strip of Jamaica's north coast collectively called Ocho Rios certainly qualifies. A number of rivers tumble down the wooded mountainsides to the sea here.

But the 18th century conquering British, with their well-known inability to pronounce Spanish, probably couldn't say Las Chorreras, the "Spouts" (or Waterfalls), and it is believed that was the original name. Whatever the pronunciation, the many waterfalls themselves remain beautiful and unspoiled. Dunn's River, the most famous, plunges down a series of limestone 'steps', meeting the Caribbean in a cool and exhilarating mist. Bathers climb up and down the smooth rocks, let the bubble bath swirl around them or sometimes even stage races to see who can reach the top first. Dunn's River Falls is a challenge to photographers, and may be one of the

(continued on page 47)

It pays to advertise

in the pages of

RECREATION

MANAGEMENT

SPRING – SUMMER

Equipment and Activities

PLANNING GUIDE

Listed below are specific areas of Warm Weather Activities, equipment and related services. Check off by letter and number, areas of interest on the coupon and mail to R/M. You will then receive information outlining what types of materials are available and where to get them.

GENERAL EQUIPMENT

ATHLETIC CLOTHING (A)

1. gym suits
2. parkas
3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts and suits
8. T-shirts
9. trunks
10. shoes

OFFICIATING (B)

1. starter's guns
2. stop watches
3. scoreboards

ADMINISTRATION (C)

1. lettering
2. emblem
3. embroidery
4. trophies
5. awards
6. novelties

HYGIENE (D)

1. massage tables
2. mobile bath carts
3. mouth fresheners
4. steam room gear
5. towels
6. whirlpool baths

TRAINING GEAR (E)

1. trainers' supplies
2. foods
3. kits

PLAYGROUND EQUIPMENT (F)

1. swings
2. slides
3. merry-go-rounds
4. climbing gyms
5. teeter-totters
6. rides
7. other

PARK & ATHLETIC FIELD EQUIPMENT (G)

1. benches
2. tables
3. fountains
4. toilet facilities
5. grills
6. outdoor lighting
7. bleachers
8. field goals
9. walkway and court surfaces
10. marking equipment
11. sound systems
12. power equipment

SPECIFIC ACTIVITIES

ARCHERY (H)

1. sets
2. arrows
3. arrow components
4. automatic lane gear
5. backstop netting
6. bows
7. crossbows and bolts
8. leather accessories
9. racks
10. scoring equipment
11. sights
12. targets

BASEBALL (I)

1. backstops
2. cages and nets
3. balls
4. bats
5. bases
6. caps
7. chest protectors
8. cleats
9. gloves and mitts
10. helmets
11. masks
12. mounds
13. pads and guards
14. resin bags
15. score books
16. stockings
17. uniforms

BOATING (J)

1. fishing boats
2. speed boats
3. sail boats
4. houseboats
5. rubber boats
6. boat motors
7. life jackets
8. boating accessories

CAMPING-HIKING (K)

1. tents
2. packs
3. sleeping bags
4. cooking-utensils and equipment
5. cutting tools
6. first aid kits
7. compasses
8. motor coaches
9. campground information

FIELD HOCKEY (L)

1. balls
2. goals
3. nets
4. cages
5. leg guards
6. shoes
7. sticks
8. uniforms

FISHING (M)

1. rods-poles
2. reels
3. flies and lures
4. lines-casting and fly
5. tackle boxes
6. general equipment i.e.: hooks, sinkers, strainers, etc.

GOLF (N)

1. bag covers
2. bags
3. distance-adding ball coating
4. ball holders
5. ball markers
6. ball retrievers
7. balls
8. ball washers
9. practice cages
10. caps and hats
11. carts
12. clubs
13. club carriers
14. miniature golf supplies



SPRING AND SUMMER PLANNING GUIDE

Yes, I am interested in those tips checked below. Please send me complete information about them.

ITEM(S) _____
(specify by letter and number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone Number _____

LAWN GAMES (O)

1. badminton
2. croquet
3. fieldball
4. horseshoes
5. lawn tennis
6. tetherball
7. volleyball

PICNIC EQUIPMENT (P)

1. barbeque sets
2. baskets
3. dishes
4. eating utensils
5. fire lighters and starters
6. grills
7. insulated vacuum bottles
8. boxes and jugs
9. picnic kits
10. refrigerants

SHOOTING (Q)

1. rifles, pistols and guns
2. range equipment
3. ammunition
4. targets - indoor/outdoor
5. jackets
6. trap and skeet equipment
7. scopes
8. cleaning kits

SOFTBALL (R)

1. balls
2. bases
3. bats
4. gloves
5. masks
6. batting tees
7. sportswear
8. uniforms

SWIMMING AND BEACH (S)

1. beach balls
2. bathing caps
3. cabanas
4. chairs and backrests
5. clothing
6. cots
7. cushions
8. diving boards
9. ear plugs and ear drum protectors
10. floats and accessories
11. swim goggles
12. life buoys
13. life saving devices
14. mats
15. nose clips
16. pool covers
17. above ground pools
18. sandals
19. water slides
20. swimming boards
21. swim suits
22. training equipment
23. umbrellas
24. water bicycles

TENNIS (T)

1. court backstops
2. balls
3. binding
4. net cables
5. tennis clothes
6. court markers
7. nets
8. net posts
9. presses
10. racket covers
11. racket frames
12. racket grips
13. rackets
14. racket stringing equipment
15. serving machines
16. net counter straps
17. strings

TRACK AND FIELD (U)

1. cross bars
2. discus
3. hammers
4. hurdles
5. javelins
6. landing pits
7. relay batons
8. shoes
9. spikes
10. shot puts
11. jumping and vaulting standards and boxes
12. starting blocks
13. track drags
14. uniforms
15. conditioning suits and equipment

WATER SKIING, SURFING (V)

1. aquaplanes
2. belts
3. bindings
4. bongo boards
5. bridles
6. car racks
7. clothing
8. helmets
9. ski rope retrievers
10. skis
11. ski sleds
12. spray attachments
13. surf boards
14. tow ropes and bars
15. wake boards
16. water shoes
17. water toboggans

WATER POLO (W)

1. water balls
2. belts
3. bladders
4. caps
5. goals

ADVERTISERS (X)

For direct information on specific product or service indicate advertiser number on reader response card.

1. Abbey Victoria Hotel
2. Air Jamaica
3. American Express
4. Beach Club Hotel
5. Benjamin Air Rifle
6. Canteen Corporation
7. Champion Products
8. Golf-O-Mat
9. Hanna Manufacturing
10. Hawaiian Holidays
11. Hillerich & Bradsby
12. Howmet Corporation
13. Plymouth Golf Ball
14. QSP, Inc.
15. Ram Golf Corp.
16. Ringling Brothers
17. Sand Knit
18. Savannah Inn
19. Tour West
20. Twardzik and Co.

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Suite 234
Dept. S.S.P.G.

Jamaica . . .

(continued from page 44)

Western Hemisphere's most photographed scenic places.

Another beautiful waterfall nearby has people *dancing* on its nearby slopes, at an unusual night club called "The Ruin". A principal feature of the floor show at this rustic outdoor restaurant and shopping center is the moment when the spotlight plays on dancers, slithering down the falls, seemingly balanced on the water itself.

The show is a favorite with guests from the more than 25 hotels and guest houses strung for more than 45 miles along the coast between Runaway Bay and Port Maria.

Choice In-Bond shopping in Ocho Rios is found at the immaculate and picturesque center called Pineapple Place. Here are imported bargains: English china and silver; luxury perfumes and gloves from France; jewelry, watches, diamonds and pearls; crystal and silks; cameras and radios. Jamaica's thriving fashion industry is represented also, with boutiques featuring the island's many talented designers.

Ocho Rios is, of course, noted for its many beautiful beaches. Most of these are so attractive that visitors often miss "doing" the area, though a number of tours leaving daily from the hotels make it easy to take in the attractions. One is Fern Gully, a rain-forested gorge that zigzags for four miles up to the central mountain of the island.

Another new attraction in this area, far from traffic and hubbub, is Strawberry Fields, a well-organized camping park beside the sea, with two lovely beaches and a snorkeling reef.

Nearly all take part in Ocho Rios' popular weekly happenings created by the Jamaica Tourist Board for visitors to the area called 'Boonoo-noonos' (a word used by Jamaicans, meaning having a wonderful time).

On Thursday evenings, there is the Dunn's River Feast, an out-door barbecue party held on the beach at the foot of the Falls. People begin arriving at 7 p.m. in comfortable clothes they don't mind getting splashed, for climbing the Falls by moonlight is part of the festivities. Everybody dances and drinks and

eats to the music of a lively band and by the light of torches.

On Saturdays there is kite flying with colorful Jamaican kites; there are contests for youngsters and less difficult ones for their less-skilled parents--and there are prizes for both. This event starts at 3:30 in the afternoon on Turtle Beach in the center of Ocho Rios and continues until winners are announced.

High on a hilltop above Turtle Beach are the magnificent Shaw Park Gardens and here on Sunday afternoons there is a tea party and fashion show and a unique serenade by the colorfully costumed Jamaica Military Band.

As if just being in Ocho Rios were not enough, golfers may choose between the seaside championship 18-hole course at Runaway Bay and the challenging hillside 18-hole layout at Upton Country Club, which is also a botanical garden.

Port Antonio

The whole area of Portland seems imbued with an aura of mys-

tery and magic, especially when night closes in. Except for the Parish capital of Port Antonio, it is all countryside--but *what* countryside: vista after vista of palms and bamboos, banana plants and pimento trees and cottonwoods, hibiscus and wild orchids. So many different elements are contained in its 350 square miles that it would be well worth obtaining a visa to visit there if that were necessary (it isn't).

Port Antonio, a hilly town full of pink and yellow West Indian houses, faces the Caribbean at the edge of twin harbors, with the airstrip, most of the resort hotels, the Rafter's Rest, San San Bay and the Blue Lagoon scattered along the wooded coast in the vicinity. Going inland, the mountains take over almost immediately, with the famous Blue Mountain Peak, highest on the island, rearing up 7,402 feet above the Grand Range of the Blue Mountains along Portland's southern border. Flowing northwest, parallel to the John Crow Mountains is Jamaica's father of waters, the

(continued on page 48)

HOW AIR JAMAICA MAKES YOU FEEL GOOD ALL OVER.



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Philadelphia: Only daily nonstops to Jamaica and Toronto.

Chicago: Only daily non-stop to Nassau and on to Jamaica. Big DC-8, with a stand-up bar in first class.

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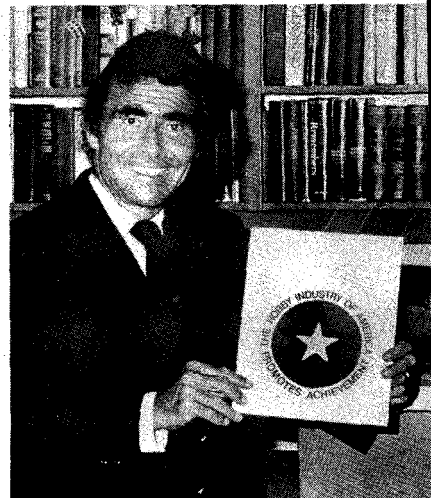
April is Hobby Month

Rod Serling--Academy Award winner, author, TV producer and hobbyist--will serve as the 1973 National Chairman of April is Hobby Month.

Serling will appear on national television shows and will be featured in a one-minute film clip to be sent to 100 television stations across the country. The film and entire promotion is sponsored by the Hobby Industry Association of America.

Manufacturers, retailers and related associations will help promote April as Hobby Month. Recreation Management would like to join NIRA in suggesting that during April you encourage all hobby club members to further develop their interests and seek out even more prospective hobbyists. Display hobby books for children and adults. Exhibit hobby products and crafts at an employee show. Stimulate hobby projects for April, such as making a gift for Mother's Day in May.

Hobbies can entertain, relax, have therapeutic and rehabilitative value, stimulate creativity and give



Rod Serling, National Chairman, April is Hobby Month, holds the HIAA logo.

personal satisfaction and a sense of accomplishment. Help your hobby club members discover the possibilities during April--Hobby Month.

You can order Hobby Month promotional materials from HIAA, 200 Fifth Ave., New York, N.Y. 10010.

Jamaica . . .

(continued from page 47)

stately, beautiful and sometime angry, Rio Grande.

Deep sea fishing is the outstanding true sport of the area, and fishing craft, both sophisticated and primitive, ply the harbor waters daily, bound for the hoped-for catch. The Eastern Jamaica Anglers Association holds regular tournaments throughout the year, with the main international events taking place each Fall when the blue marlin are most plentiful. Some 200 entries from all over the world zero in on Port Antonio for these occasions, going for wahoo, white marlin, sailfish, Alison tuna, dolphin, kingfish, barracuda and albacore.

The local fishermen, whose catch is their living, go out before dawn often in hand-carved cottonwood canoes. It is sometimes possible for

spearfishing enthusiasts to hook a ride.

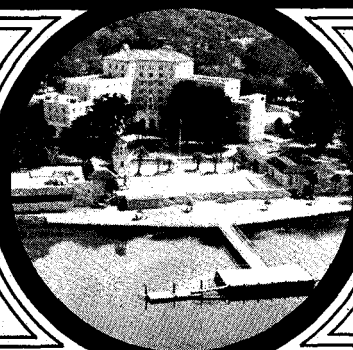
The Port Antonio area has never had an excess of hotels, and visitors who enjoy going there are not looking for high rises or night life. The cottage-colony style of hotel is prevalent, but there is also a small informal hotel on a mountain top, a family-style lodge in town--and the most expensive resort in the Caribbean. Rental villas in the hills range from \$150 per week to \$600 for a mansion.

The Blue Lagoon, at San San Bay is one of the many blessings nature has given to Portland. A local Jamaican will tell you it's bottomless and most people call it "Blue Hole". Blue it certainly is, and swimming or water skiing on its motionless surface is a challenge. One can also lunch or drink or dine in the open air pavilion beside it, rent a cottage along the shore or the bay, or play

(continued on page 50)



Start Packing!



The Savannah Inn and Country Club is waiting for you. Here is one of the most unique resorts in America today. Located on a beautiful island just down river from Savannah, Georgia. For golfers, the finest 18-hole championship course in the South. Ideal for a super convention with all the trimmings. Don't forget your tennis racket. But, most important of all--SUNSHINE ALL YEAR 'ROUND!

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Record sporting goods sales reported in 1972, forecasted for 1973

The National Sporting Goods Association reports that 1972 retail sporting goods sales topped a record \$5.5 billion with the greatest annual percentage sales increase since 1968 (excluding snowmobile sales).

Preliminary statistics indicate that 1972 consumer purchases of sporting goods totalled an estimated \$5.56 billion, up 10.2 per cent over 1971 figures. According to NSGA, this record consumer spending for sporting goods is expected to continue through 1973 and some experts are predicting an all-time record sales year with consumer expenditures reaching as much as \$6.5 billion with an annual percentage increase of 15 per cent over 1972 sales statistics.

In a recent article published in NSGA's magazine, *Selling Sporting Goods*, Dr. David Bowen, Professor of Marketing at the University of Colorado Graduate School of Business Administration, points to several optimistic business signs which might well mean an economic "boomlet" for the sporting goods industry in general in 1973.

"There is growing evidence that optimistic consumer spending is the primary ingredient in the current economic expansion and will continue to spur solid growth.

"In contrast to the turmoil of the late '60's, there is now anticipation of prolonged social and economic stability. Concern with ecology, the psychology of 'getting back to nature' and continued emphasis on physical fitness will generate consumer spending in the sporting goods industry."

With few exceptions, Dr. Bowen predicts that the bright sales outlook for recreational goods will spread across the entire industry. Growth is likely to be strong for outdoor recreation sports such as camping and backpacking, hobbies (which topped \$1 billion in sales in 1972), skiing (sales increased approximately eight per cent over 1971), bicycling (12½ million bikes sold in 1972--the first year more bikes than automobiles were sold since before World War II), and tennis. According to Dr. Bowen, substantial purchases of sports and recreation clothing for these activities will continue to be made by the consumer.

One sport, hunting, is tapering off in terms of popularity, according to Dr. Bowen. He cites declining facilities being used by an increasing population as a major reason, although he predicts the rising popularity of target shooting will help fill the gap.

Another factor which Dr. Bowen mentions will figure into a continued sporting goods sales boom is the increased amount of leisure time enjoyed by most Americans, coupled with rising amounts of disposable income. "Personal income is growing at varying rates, averaging six to seven per cent annually. People seem inclined to keep housing, food and transportation purchases stable and put their income increases into travel, furniture, recreational equipment and savings."



HANNA MANUFACTURING COMPANY
Athens, Georgia

Recreational Boating Continues Growth

Recreational boating has been growing steadily in the United States. Industry figures show that in 1972 there were more than nine million pleasure boats in use, and over 46 million Americans participated in recreational boating more than once.

Coupled with this growth has been the growth of retail expenditures by the boating public, totalling \$3.9 billion dollars in 1972. The amount of recreational water available to boaters has been growing too, with many new lakes cropping up all over the country as a result of water conservation projects. Large-scale projects, like the Tennessee Valley Authority, have created many new lakes and reservoirs for boaters, but many states have been active on the local level as well.

Coupling with this the general interest in leisure time and the new three-day holiday week-ends, you find some of the reasons for the growth of boating's popularity.

Along with the general growth of recreational boating, the average horsepower of outboard motors has grown. Today, the average for all outboards sold is 38.1 horsepower, with 46 per cent of all outboards sold in 1972 boasting 45 hp or higher, according to industry figures. That's quite a change from the early days when a 25 hp outboard seemed phenomenal.

**"INDY" National Conference
Room Reservation Dead Line**

May 1st

Jamaica . . .

(continued from page 48)

golf at the nearby San San nine-hole course.

For those attracted by romantic ruins, there is the strange, haunted-looking mansion overlooking the sea appropriately called Folly. Built early in the 1900's, it is said to have crumbled because sea sand was used in the concrete. For those seeking adventure, the twisty mountain roads of Portland may provide enough.

Kingston

Jamaica's capital city, Kingston, has been described in ecstatic terms by some and with verbal brickbats by others. This is not surprising; most big cities have a number of faces, and when a metropolis encompasses as much action as does Kingston, points of view are bound to differ. The kaleidoscopic variety also makes things interesting and often exciting for visitors.

It's a harbor town, scene of constant movement of ships, from cruise liners to yachts. Its international airport, skirting the vast bay, adds to the commotion with a bustling influx of travelers. It is a town with a strong West Indian flavor, generally mild and sunny, decorated by tropical foliage and flowers. Romance and history remain, even in the areas where new and modern buildings rise against the background of the Blue Mountains.

It's also the seat of much lively government activity. The young nation of Jamaica, having celebrated its 10th anniversary of independence, is busy with development on all fronts. Restaurants, hotels, clubs, night spots are full and swinging, patronized by a colorful mixture of local residents, visiting businessmen, tourists, expatriates, university people and artists. Life in Kingston is the life of a truly cosmopolitan city, but with a distinct British accent.

Visitors landing at Manley Airport or arriving by ship may first notice that the city seems to be set in layers; first, the curving arm of sand that protects the harbor and houses both the modern airport and the remains of the 17th century city of

Port Royal. Then, at the edge of the city itself are the wharves and industries and the pink and yellow buildings of the original downtown section. Here are the famous Crafts Market, the many freeport shops, the Institute of Jamaica with its fascinating archives of old Jamaica, Victoria Park and busy King Street.

Moving farther inland to the section known as Half Way Tree, one finds the third layer: New Kingston and Liguanea Golf Club. Here are most of the city's hotels, some big and bustling, some small and elegant. Many of Kingston's most delightful shops are also in this area, and a plentiful array of eating places.

Surrounding the city are some of Jamaica's most historic places: Spanish Town, the Jamaica Folk Museum, the old fort at Port Henderson, and Old Harbour. One can go and see to the improvement of the breed at Caymanas Race Track, set in a vast sugar cane field, watch polo played nearby or try the 18-hole course at Caymanas Golf Club. If West Indian style sports hold appeal, one can see cricket, soccer or games (track) at the National Stadium and sometimes catch a rock festival or the crowning of a beauty queen.

Tennis, sailing, swimming and even snorkeling are easy to arrange. Day sails to nearby sandy cays are the most popular, but for the lazy hotel guest, almost all of Kingston's hostelrys have pools. Most feature outdoor barbecues or buffets at least once a week, and a favorite evening diversion is to drive up into the mountains for dinner and the view at Casa Monte, Blue Mountain Inn or Stony Hill.

Kingston offers another surprise for the restless. Lying as it does on the southern coast at the narrowest part of the island, it is a simple matter to fly up to Ocho Rios or Port Antonio for lunch. A bit less adventurous but just as rewarding are drives through the Blue Mountains to Castleton or Cinchona, where still other botanical gardens are nestled in the hills.

The Kingston area has 22 hotels and 11 guest houses with tariffs for every budget and decor for every preference. Kingston is the soul of the Jamaican nation, and if one visited the island and missed going there, one would not really get to know Jamaica.

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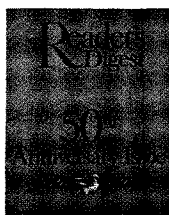
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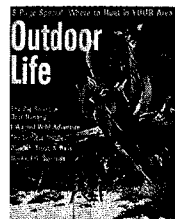
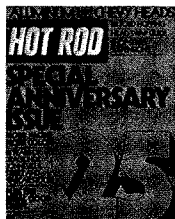
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QSP offers a creditable, successful tool for raising funds. And in the tradition of our parent company, the Reader's Digest Association, Inc., a QSP subscription fund raising program performs a most acceptable community service.

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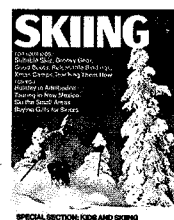
Subscription prices are identical to publisher's regularly advertised prices; group profit is 40% of the gross sale; and each subscription is guaranteed by a QSP certificate of guarantee.

Should you decide to use a QSP fund raising service, a recycling process occurs. A portion of the purchasing power that would originally leave your community to pay for subscriptions is returned to the local selling group ultimately to benefit your recreational program and the community.



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For more information, call toll-free 1-800-525-7700 or write to QSP, Inc., 100 West 17th Street, New York, N.Y. 10011.

recreation management

THIS ISSUE:

recreation Phobia Aerobics Improves Manpower..... Physical Fitness Defined NIRA Annual Conference



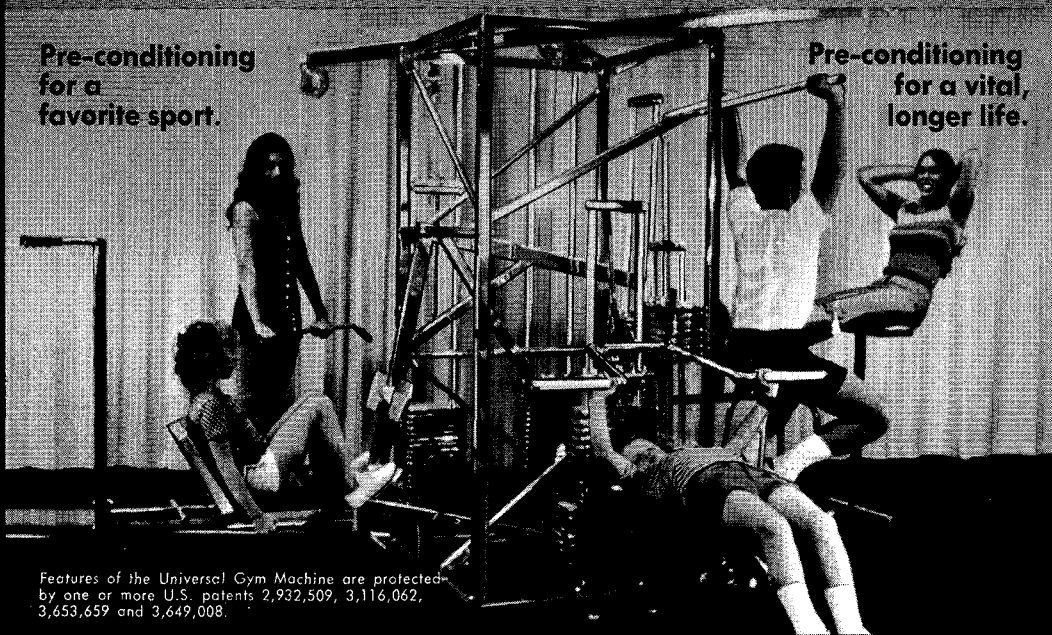
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recreation management

Volume 16, Number 3

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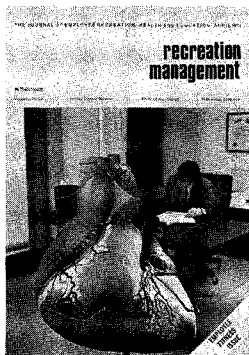
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About The Cover



This month's dramatic cover photo was provided by Xerox Corporation, a company totally devoted to top physical conditioning for employees.

Xerox photographer, George Platteter is responsible for this fine cover work and for the photos portraying the Xerox fitness program on page 14.

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At World Airways performance is the best measure of excellence.

This year marks the 25th anniversary of World Airways, America's most traveled charter airline. We have achieved that position by adhering to a standard of excellence from

the start, a position that can bear the closest scrutiny. Why such a standard?

**We knew we would have to prove we were good,
not just talk about it.**

Our assets are now \$230,000,000 and we own one of California's largest banks, First Western, with assets of \$1,325,000,000. We are listed on the New York and Pacific Coast Stock Exchanges. We now employ more than 1600 people. Our maintenance subsidiary alone,

World Air Center, Inc., has grown into a \$12,000,000 facility on 60 acres at Oakland International Airport. Not only does it service our own jet fleet, but those of 14 other airlines as well.

Speaking of jets, we have the best.

The World fleet is the largest in the charter industry with six 727s, eight 707s, six Stretch DC-8s and two new

747Cs, designed exclusively for charter travel in elegance.

And the people who fly them are unmatched.

We have more than 100 flight crews, each one led by a World Captain who meets the highest standards in aviation. These crews are backed up by 400 flight attendants, who are trained at our own school which specializes in

service training for charter groups. We have flown well over 3,000,000 charter passengers some 15,000,000,000 passenger miles. From this we have learned something no one else knows quite as well.

**Namely, we know how to make
a full planeload of people feel first class pleasure.**

To begin with, we simply have more people on board to serve more people on board. But numbers alone aren't enough. Many of our passengers are first time travelers to a foreign country. So we try to staff the flight with

people who know that country and speak its language. In fact, our flight attendants who are multi-lingual, collectively speak over 30 different languages. A service really appreciated by a group originating overseas.

**Still, keeping to a standard of excellence
has probably been the most important reason.**

We have one of the best on-time records in the world. We serve the very best food and beverages available. Our maintenance record has earned the National Safety

Council Award ten separate years — no small feat even with our facilities. We have never deviated from our standards. And we never will.

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company profile

EMPLOYEES ARE IMPORTANT

Hughes Aircraft Company is one of the few companies where the employees organize, direct and are responsible for Welfare and Recreation Activities.

The Hughes Employees Association was incorporated in the State of California on the 6th day of March 1953. Its primary purpose is to foster, stimulate, and promote social, welfare, educational and recreational activities for the benefit of employees of Hughes Aircraft Company. The association Corporate office is located in Culver City, California, and there are five other divisions — Airport Site, El Segundo, Fullerton, Newport Beach, and Oceanside, California.

All divisions of the association are represented on the corporate governing body, but each operates under its own by-laws.

The association's operational income is obtained through contractual agreement with Hughes Aircraft Company. Funds are received monthly and are distributed to association divisions according to on-premise employee headcount.

By virtue of employment at Hughes Aircraft Company, employees are automatically members of the Hughes Employees Association. There are no dues. As a member of the Hughes Employees Association, employees are entitled to participate in all welfare and recreational programs. Most important of all — Employees can nominate, vote and elect the members of the Hughes Employees Association Board of Directors at their division site — those members who will direct the operation of the Hughes Employees Association.

Each divisional Hughes Employees Association then elects its officers. The six divisional Presidents make up the Corporate Hughes Employees Association Board, who then elect Corporate officers.

Hughes Employees Association and Hughes Aircraft Company work together in the welfare and recreation program. Hughes Aircraft Company appoints a Financial Advisor and a Personnel Advisor to each of the association divisional boards and to the Corporate Board. These advisors are non-voting members, but through the joint effort employees and their families enjoy a widely varied recreation program and have access to two major facilities. A Clubhouse located in El Segundo and a Recreation Park located in Fullerton.

Simpson Park in Fullerton is a development of the Hughes Employees Association. The idea for a recreational park was conceived in 1959 when company management suggested that a part of the Fullerton facility might be cleared as a picnic area for company personnel. The Hughes Employees Association at Fullerton

made a proposal to construct a recreation park on the property. Final approval was given, by Fullerton management and the Company's Corporate management and Corporate Employees Association, in the spring of 1960. On July 30, 1960 the first "work party" started clearing land, with all levels of employees and management participating. Twenty-two months of incalculable man-hours later, construction was completed. All areas of the company contributed funds and labor. On 17 June 1961, the park was formally dedicated and named in honor of George M. Simpson, "Father of the Hughes Employees Association," who did so much to foster its growth and development. Now, some twelve years later, Simpson Park will continue to provide a place of recreation for all employees even though it has become two-sided with a city road in between.

Hughes Employees Association activities are varied. A great number of Clubs and Sports are supported. These clubs and sports activities are organized and operated within the by-laws of the Hughes Employees Association and the rules, regulations and procedures peculiar to each activity. Financial support is based on need and not to exceed the budget guidelines of the association. Budgets are prepared, in detail, for all association activities and each activity must work within these approved budgets. An annual audit is conducted for each of the Hughes Employees Association divisions and a consolidated report is issued.

The fastest growing activity, in terms of participation, is the special event programs geared to family recreation. This major part of Hughes Employees Association recreation includes theater and sports events, Mini-Tours, holiday parties, special day/night events at outdoor recreation facilities, picnic, pageants, and vacation trips or tours.

The Hughes Employees Association, although it is a separate entity, continues to fulfill its purpose in assisting the company with the recreational activities of employees. Due to the complexity of an employees association program, and the fact that the elected board members of each association division are full time employees of the company, three of the largest divisions of the association employ full time Administrators to coordinate the recreation program and provide continuity in the Employees Association.

What started as a small recreation organization in March of 1953 has now grown to a full blown recreation program and recreational facilities and has established a closer relationship between management and employees. ■



associate profile

Smiles Sell at Miracle

Youngsters need more opportunities to laugh and play, more freedom to explore things on their own and the chance to compete against themselves and others, Claude Ahrens, chairman of the board of Miracle Recreation Equipment Company, Grinnell, Iowa, believes.

"Children get this experience on the playground--and if they miss it, they miss a great part of life," said Ahrens.

Playground equipment made by Miracle is designed to encourage youngsters to run for fun and is decorated in bright, attractive colors. In short, it's designed to produce smiles when children see and use it.

"We manufacture slides, swings, seesaws--you name it--and we have found that by putting action apparatus on a playground children are four times as active as if we put stationary equipment on that same playground," said Ahrens.

The biggest item in the Miracle line of 166 pieces of playground equipment is the Astro City, a 107-foot-long complex of running ramps, a climbing tower and three slides. But the idea behind the design of the Astro City, Ahrens is quick to point out, was not to simply have distinction of building a big piece of equipment.

"The beautiful part of it is that a youngster jogs about one-quarter of a mile, running from the end of the slide back up to the top, if he goes down the slide just ten times," he explained.

That same philosophy, of encouraging children "to run for fun", is evident in dozens of other Miracle playground items, such as the Earn-A-Slide, where youngsters use arm muscles to climb up a large inclined slide bedway to "earn" a slide back down, and the Tower Climber Slide, where children climb up a chain ladder to the top of the tower before sliding down.

All Miracle equipment is safety-engineered to prevent playground injuries, and built to outwear and out-weather them all with Miracle's exclusive protective finishes--"Perma-lok" (locks in color) and MIRACOTE® (seven times thicker than paint).

Ahrens, who refers to himself as "a man who sells smiles" rather than a man who sells playground equipment, is convinced that children would be happier, healthier and generally better prepared for life if they were actively and regularly challenged on well planned Miracle playgrounds. ■

Rainbow Theme at Hilton

Come visit the Hiltons!

An invitation is issued from Hilton Hotels Corporation to visit them in all parts of the United States. We invite you to make use of our fine banquet and meeting rooms, enjoy cuisine created especially for your group, take tours planned by Hilton before or after your convention, and to make your reservation the easiest possible way through Hiltron.

Hiltron is Hilton's newest service...it's a computerized reservation service that not only lets you know what type rooms are available at your destination but also what it will cost to get there from the airport and what is doing in the city.

Hilto Hiltron has been programmed to make meeting planning easier for you too. The computer will separate all groups in a specific hotel on specific dates and quote rates applicable to the meeting in which you are interested. Should there be a housing coordinator, you will be told how to make a reservation through him.

Hilton has also introduced another service to make your business visits easier. It's called Titanfax. Titanfax equipment can transmit any written material from one Hilton to another in a matter of minutes. *Titanfax* is just the thing for the busy businessman.

To top it all off, Hilton has introduced a new uniform program...with a rainbow theme. Why a rainbow? Because from time immemorial, rainbows have been associated with good things..God's smile, the pot of gold, freshness and beautiful colors. Millard Sheets was inspired by the rainbow when he created a giant mural for the addition to the Hilton Hawaiian Village. We have taken this inspiration and turned it into clothing for all our staff.

Next time you enter a Hilton hotel be prepared to be surrounded by rainbows from the doorman to the desk clerks to the elevator operators to the waiters and waitresses to the maids. Wait until you see what the room service waiters wear!

All these innovations have but one purpose. To make you, our guest, as happy, comfortable and efficient as possible. ■





nira news

Wide variety in Motorola Rec program

Sports play a major role in Motorola's recreation program with a total of 25 basketball teams, 19 bowling leagues, four men's and one women's slow pitch softball leagues as well as golf leagues.

Other clubs include: a music club, finance club, fireman's club, foremen's club, press club and a Toastmasters Club.

The newly formed ski club meets once a month to plan ski trips and watch ski films. The club plans two or three trips a month, with one trip out of state.

Another newly formed club, a stamp club, has 22 philatelists who meet twice a month to listen to lectures, make trips to stamp shows and trade stamps.

Ice Age at Delco Electronics

Some 300 Delco Electronics employees and members of their families participated in the opening of the company's newest recreational activity, ice skating, at a new ice rink in Delco Park.

Equipment for the rink and facilities for the skaters will be housed in a new building still under construction.

Similar in appearance to the lodge, the building will be 100 by 30 feet in size. It will feature a skater's warming room, complete with circular fireplace; a vending area, rest-rooms, locker facilities, an office and skate rental area.

The building will also include a garage for the ice resurfacer and

a room for the ice making equipment.

Closing date this season will depend on attendance and the weather. Next season the rink is expected to be open from Thanksgiving until the last of March.

MDAC schedules photography contest

The recreation department at McDonnell-Douglas Astronautics Co. has set up their annual photo contest on a quarterly, rather than a monthly basis.

Employees who are amateur photographers may submit two color and black and white entries in the following categories according to schedule: Patterns, by March 30; Insects, June 29; Sports, September 28 and Silhouettes by December 14.

Prizes will be awarded to first and second place winners in both color and black and white.

Weight-Reduction sessions at Kaiser Steel

Both men and women are showing high interest in weight-reduction courses being offered by Employee Activities at Kaiser Steel Corp.

The group meets every Tuesday in the Gymnasium and classes are free. Attention is focused on diet, figure control exercises, grooming and health habits.

Festival of arts at Nationwide Insurance

Mid-April has been selected as the time for the annual Festival of Arts at Nationwide Insurance.

Exhibits will feature painting, in all media, macrame, wall hangings, and almost any form of art. Photographs, both black and white and color will be accepted; subject categories are portraits, landscapes, action scenes and miscellaneous topics.



IN MEMORIAM

Walter Dowswell, NIRA president 1963-64 passed away March 5 in Florida.

Mr. Dowswell lived in Chicago during his 26 years with the recreation department at Motorola Inc. He moved to Florida upon his retirement seven years ago.

Well known in NIRA circles for his untiring leadership and adherence to recreation ideals, Mr. Dowswell's presence and abilities are a loss suffered by all who knew him.

THE NEW CHALLENGE FOR RECREATION MANAGEMENT

Industrial recreation and the people running these programs have done an excellent job in the areas of recreation and recreation education. But now there is a new challenge; one of life and death importance.

All employees—especially your executives whose jobs don't involve manual activity or exercise, need a good exercise program.

Very few employees will earn 5 points per day regularly at any company facility. Therefore, if your job is to administer to the total health of employees, you should start looking for the best "at home" program you can recommend.

Diseases of Heart and Blood Vessels 1,048,313

Cancer 318,547

Pneumonia & Flu 73,492

Diabetes 38,352



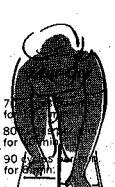



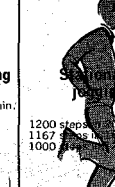
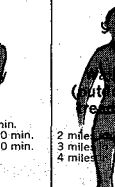

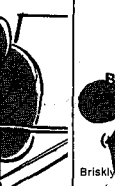




Leading causes of death due to illness and disease in the U.S., 1968

Almost 60% of all deaths are from heart attacks and other cardiovascular ailments. More than a million men and women die each year from heart disease. 27,000,000 suffer from some form of cardiovascular illness. 21,000,000 have high blood pressure. And nearly half of those who die from high blood pressure are women! The most common cause of cardiovascular failure? Lack of fitness due to insufficient exercise. An extensive study of medical research concluded: "One and only one factor correlated with the incidence of heart disease...lack of physical exercise, indicating that exercise was the master key to all the rest."

SOURCE: AMERICAN HEART ASSOCIATION

How to earn 5 fitness points a day—35 points a Week— with sports and exercises available to you now:

Note how many of the popular sports and exercises shown here produce muscular development and fatigue before they produce "aerobic improvement"—heart and lung development through continuous deep breathing and increased heart rate.

 <p>Swimming 400 yds. 30 min. 600 yds. 40 min. 800 yds. 45 min.</p> <p>Continuous, vigorous movement of all major muscles at once.</p>	 <p>Jogging (outdoor track) 1 mile 17 min. 1 1/2 miles 25 min.</p> <p>Continuous, vigorous exercise of body's largest muscles.</p>	 <p>Calisthenics 75 reps 10 min. 80 reps 12 min. 90 reps 15 min.</p> <p>Continuous, vigorous movement of all major muscles at once.</p>	 <p>Bicycling 4 miles 15 min. 6 miles 20 min. 8 miles 25 min.</p> <p>Another type of vigorous movement—legs only.</p>	 <p>Exercise bike 5 min.</p> <p>Continuous, vigorous exercise of body's largest muscles.</p>	 <p>Rope skipping Brisk 6:40 min.</p> <p>Continuous movement of legs—less challenging than running.</p>	 <p>Skiing 1200 steps 10 min. 1167 steps 10 min. 1000 steps 10 min.</p> <p>Continuous, but not as challenging as running outdoors.</p>	 <p>Walking 2 miles 30 min. 3 miles 45 min. 4 miles 55 min.</p> <p>Takes longer than running because movement is slower.</p>
 <p>30 minutes</p> <p>Continuous exercise for arm and back muscles.</p>	 <p>Basketball (indoor) Briskly 20 min.</p> <p>Semi-Continuous—takes longer.</p>	 <p>(snow water) 50 minutes</p> <p>Limited body movement requires longer duration.</p>	 <p>Handball Briskly 15 min.</p> <p>Challenging but intermittent effort.</p>	 <p>Tennis (singles) Brisk</p> <p>Vigorous but not truly continuous effort.</p>	 <p>36 holes</p> <p>Intermittent effort takes longer even when walking fast.</p>	<p>Golf with riding cart, Bowling, Isometrics, Calisthenics, Weight lifting, Fishing, Archery, Horseshoes, Skeet etc. No aerobic points</p>	

For complete information to start your "at home" health program which you can share with your employees, write

HEALTH & EDUCATION SERVICES CORP.
7NO15 York Road • Bensenville, Illinois 60106

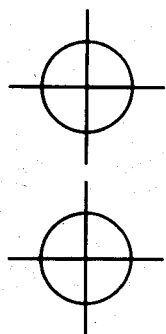
☐ Please send me more information on the home Fitness Program.

Name _____ (please print)

Address _____

City _____ State _____ Zip _____

travel spotlight



Old West

Vacation Target

"The Old West" is a most basic American phrase: the old west steeped in geography and history, the old west for painters, and writers, and for tourists. The old west is one of the great U.S. vacation travel destinations.

The capitol city of Utah has much to offer its visitors. Salt Lake City hosts the seat of the Mormon Church. Temple Square flanks the main street, and it holds the Temple, Assembly Hall, and the famed Tabernacle. You can hear the renowned Tabernacle Choir and the immense organ of nearly 11,000 pipes at rehearsals and Sunday church services. Free guided tours are provided of the square and building.

The Pioneer Village Museum features 35 buildings dating from 1847 to 1900. Rides on covered wagons pulled by oxen are a unique experience at this popular site.

The Great Salt Lake is just outside the city. Even if you swim like a rock, you will bob like a cork in this huge saline lake. Bathhouses and facilities are readily available within minutes from the downtown area.

Two cities in the "Land of Enchantment" within an hour of each other offer groups a look at the Old West. New Mexico's largest city has as its best known attraction Old Town. Unique shops with everything imaginable and an architecture with Spanish flavor make it an attractive area to shop or tour. A 20-minute ride up 2.7 miles on the Sandia Peak Tramway offers a view encompassing more than 10,000 square miles.

A short hour's ride from Albuquerque is this nation's oldest capitol city of any state. Sante Fe never disappoints a visitor. Diverse architecture and a heritage influenced by the Spanish, the Mexicans, and the Indians produce a charm throughout its narrow streets. The Sante Fe Opera Company performs at the outdoor Opera House in summer. The oldest church in the country is nearby, as is the Old Palace of the Governors. Groups can easily arrange tours to the nearby Indian

pueblos; you might even make it in time to see one of the colorful and moving Indian ceremonies.

Many of our national parks are in the old west. The region starts with the plains of Nebraska and the Dakotas, and zooms west into the mountains of Montana, Wyoming, Utah and Colorado. All these states are dotted with old forts and trading posts, many of them restored, a remembrance of old west security and wagon trains, The Rockies are sprinkled with ancient, sometime abandoned, towns. Some of them—like Central City, Colorado—were rebuilt. Some of the nation's Indians still inhabit the West, making a unique contribution to the American conscience and offering a unique opportunity to tourists to discover America with the first Americans.

Begin your discovery of The Old West with Colorado. From his resting place on Lookout Mountain, Buffalo Bill looks eastward over Denver and the Plains, and westward over the mountains to the Continental Divide. About 150 miles south you'll find Pike's Peak, altitude 14,110 feet, where Katherine Lee Bates was inspired to write "America the Beautiful." The Air Force Academy and Garden of the Gods are nearby.

From Colorado Springs you can be in Denver within ninety minutes. The mile-high city has the best of theaters, museums, concert halls, department stores and parks. And suddenly, as you turn a corner, you see the shining mountains, barely fifteen miles away.

Heading west from Denver into Utah, you find a land of deserts and spectacular mountains, which include the Wasatch Range. Utah's climate ranges from the chill of its sharp peaks to an almost semi-tropical area in the southwest around the basin of the Virgin River.

Old West scenery! The Mormon State gives us twisting gorges and fantastic rock formations that can resemble cathedrals, temples and altars.

Fittingly, religion has placed its unmistakable stamp on Utah. The Mormons always displayed a love of growing things, and a devotion both to industry and God.



Conquistadores Trail

The new Conquistadores Trail, extending from the Gulf of Mexico to the Grand Canyon, links the great attractions of Texas, New Mexico and Arizona into an exciting vacation itinerary. Shown here are the Taos Pueblo houses in New Mexico, little changed since the time of the early Spanish explorers of the Southwest.

The Salt Lake City Tabernacle Choir is world-famous. The state capital is carefully laid out with spacious, tree-lined streets.

More Utah roads are constantly being built, and circular routes allow you to see much without retracing your steps. As in other areas of The Old West, new dams are creating lakes and recreation areas. Utah's major recent addition is Lake Powell, in the southern part of the state.

Wyoming has two of the country's most visited national parks, Yellowstone and Grand Teton, containing some of the mightiest scenic splendor in the country. Wagon trains crossed Wyoming, as did cattle drives to the summer ranges in Montana and Canada. Wyoming has oil, mining and missile bases. But first and foremost, it's the Cowboy State, with cattle and dude ranches, and many that are both. During the last week in July for the past 76 years, Cheyenne Frontier Days have brought those days to life, culminating each year in the greatest of all rodeos.

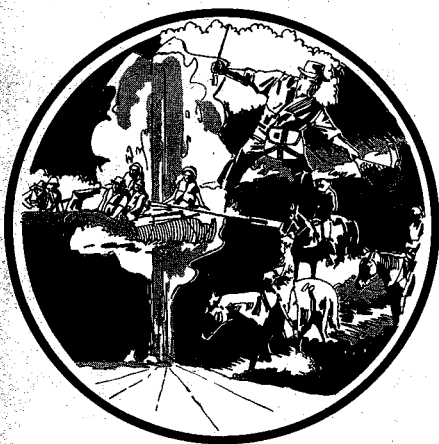
Continuing north in The Old West, we come to the Land of the Big Sky. Montana is our fourth largest state, with less than a million people scattered over it. Here are still the incomparable Rockies, splendid for fishermen, hunters and hikers. Even before the U.S. Government established Glacier National Park, the Blackfeet Indians had proclaimed this land sacred. Montana remained largely untouched by the westward migration until gold was discovered. Virginia City and Nevada City are the two most completely restored mining towns in the region - there's even a narrow-gauge railroad connecting them.

North and South Dakota combine prairie land, the Badlands, and the rugged Black Hills. Lewis and Clark buffs will find much of interest here, for these explorers traveled up the Missouri. The soil is good there and attracted farmers from all of Northern Europe. South Dakota is famous for those massive presidential faces looking down from Mount Rushmore, as well as the annual Black Hills Passion Play, that has been presented for the past forty years.

North Dakota is "Rough Rider" Country and the Theodore Roosevelt National Park is located here. Early pioneers on their way west passed right by Nebraska, the Cornhusker State. It took the Homestead Act to bring in permanent settlers. However, Nebraska has recovered from this late start to become one of the largest feeders in the country. According to many modern day explorers, Nebraska has the best steaks, the finest air, the gentlest people. But then all over the Old West, the folks are a little slower and a little friendlier. And that's a delight to the traveler.

Information on the Old West Trail can be obtained from Discover America Travel Organization, 1100 Connecticut Avenue, N.W., Washington, D.C. 20036. Be sure to indicate the region of the country you are interested in touring and enclose a stamped envelope with your return address. DATO also has brochures on seven other trail itineraries for vacation travel. They are the Hiawatha Pioneer Trail, Lincoln Heritage Trail, Ozark Frontier Trail, New England Heritage Trail, Dixieland Trail, George Washington Heritage Trail, and Conquistadores Trail. ■

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Pioneer Fitness Conference

By Frank Flick
President, Flick-Reedy Corp. and
Health and Education Services
Corp.

A major forward step was taken by the President's Council on Physical Fitness and Sports, and the American business community, when they recently joined their efforts in holding the first National Conference on Physical Fitness in Business and Industry, in Washington, D.C.

The speakers included such medical leaders as Dr. Lawrence E. Lamb, the cardiologist who was physician to the astronauts; such business leaders as W. W. Keeler chairman of the board of Phillips Petroleum Co.; such government leaders as Jessie L. Steinfeld, Surgeon General of the Public Health Service; as well as a very competent young lady, Judi Ford Johnson, who was Miss America in 1969, and is today a persuasive advocate of fitness.

The conference attendance was as impressive to me as the speakers themselves, inasmuch as nearly 200 executives and fitness specialists, 149 of them representatives of major companies, were there--and highly attentive and responsive to the presentations.

To me, the highlight of the event was the magnificently ad-libbed speech by Dr. Larry Lamb who emphasized, with an arresting array of original research studies and case histories, the tremendous role that aerobic exercise, proper nutrition and weight control can play in maintaining, and regaining, fitness for men and women of all ages.

Dr. Lamb said that the chief reason for greater vulnerability to heart attacks by modern Americans, including the business executives, is our "modern lifestyle--physical inactivity and increased consumption of cigarettes, coffee, alcohol and rich foods".

In his talk, W. W. Keeler observed that his company, Phillips Petroleum, considers its employee fitness program a "sound investment

in employee health, morale and performance." The company gives awards to regular joggers and provides extensive fitness facilities including a gymnasium, swimming pool, tennis courts, bowling lanes and exercise rooms.

Dr. Jesse Steinfeld, the Surgeon General, told conference delegates that physical fitness programs "make good economic sense" and that they also may be effective in combatting growing problems of "worker alienation" attributed to assembly line monotony and the depersonalized nature of much work today. He voiced the view that excessive cigarette smoking constituted our "number one health problem."

Dr. Robert B. Dunn, Director of the Schick Hospital and a specialist in the treatment of alcoholism, observed that alcohol can be, quite literally, an addictive drug, which creates physical and mental dependence, just as other addictive drugs do. Dr. Dunn pointed out that regular aerobic exercise can be very helpful to anyone seeking to overcome dependence on alcohol, but urged that it be combined with a broad-gauge physical, medical and psychological treatment.

To me, Dr. Lamb summed up the essence of the conference when he said that the health crisis in this country cannot be met simply by training more doctors and building more hospitals, but only by building more personal fitness through generous doses of what he called "self-help medicine." He added, "The doctor cannot exercise for people. The doctor cannot stop smoking for his patients. He can't diet for them, and he can't stop excessive use of alcohol and coffee for them. The only person who can do this for you is you."

Special recognition for arranging such a rewarding conference must go to Capt. James A. Lovell and his staff on the President's Council on Physical Fitness and Sports, and to W. W. Keeler of Phillips Petroleum, and to James L. Daniell of North American Rockwell Corp., active council members. ■

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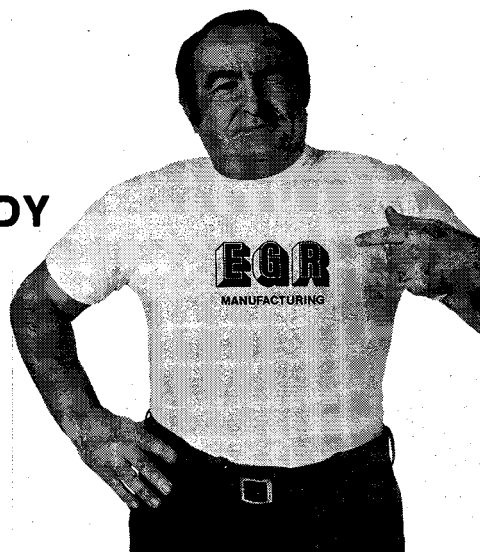
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Recreation

By Alfred E. Fireman, M.D.
Psychiatrist-in-chief, University
of South Florida Student Health
& Counseling Center for Human
Development; Center for Leisure
Studies, University of South
Florida.

noxious or painful; medical illness, the sick body, may secure pardon.

Please understand that this article has its focus on the abused advantage of real illness and psychosomatic reactions, and is hardly an indictment of the proper entitlement of service by the ill or the generous and humane giving by those who have to those who need.

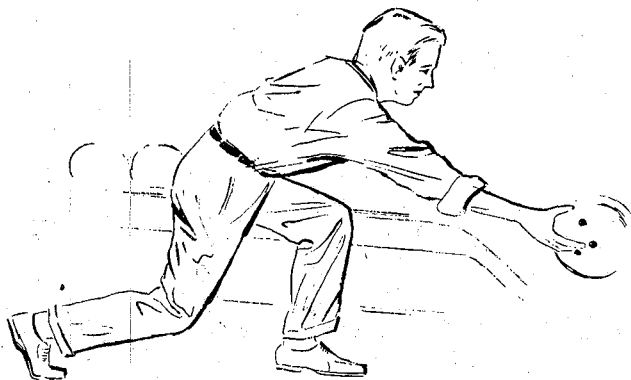
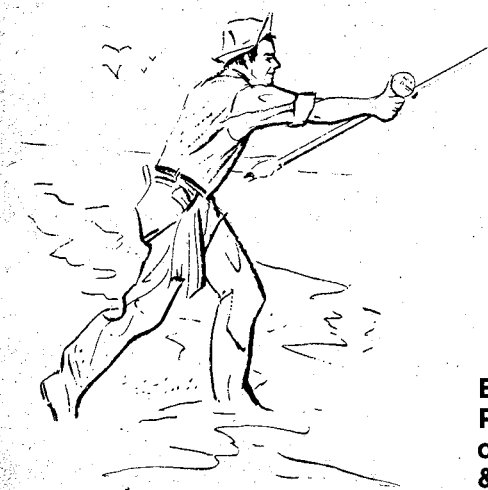
One is scarcely into his first clinical year at medical school before he is impressed with the percentage of patients whose primary illness is psychogenically determined. Add to these, those whose illnesses occur at times of emotional distress or is significantly enhanced by neurotic interaction with others, and you cover just about 90 per cent of all patients in or out of hospitals.

Historically the physician stated, when he could find no physical cause for the patient's complaints, "This patient is not sick; he's just malingering." Then Charcot, that extraordinary french neurologist, singlehandedly created a whole new category of illness for those who looked like they were ill and felt like they were ill, namely, conversion hysteria. Clinicians now softened their reply to state, "This patient is not physically sick; he's neurotic. That is, he has a psychiatric illness, a disease of the mind for which there is (as yet) no organically discovered cause.

It is assumed in most discussions of leisure and recreation that the participant has, beyond the requisite time, the physical capability to enjoy the effort or project. Since most recreation planners are accepting that the absence of physical well-being is not their immediate concern, an organizer for a company picnic would not ordinarily include in his thinking those who cannot come because of bad colds or painful arthritis.

This paper will reconsider this position, advising that avoidance of pleasure is a not uncommon human trait and thus physical illness, society's primary sanction to avoid tasks, is frequently over-utilized for this secondary gain.

From the first absence slip because Johnny has a fever or hacking cough, to the courtesies afforded adolescent girls at "that time of the month," to sexual withdrawal because of "sick headaches," or non-participation in any personal, social or vocational exercise which the individual labels



Phobia

This condition mimes physical illness and with a proper diagnosis is deserving of the attention of able physicians," they concluded. Soon thereafter "nervous" stomach, bowels, headaches and muscle strain joined as psychophysiological reactions with all the entitlements of the new role, i.e., hospital beds, Blue Cross and Blue Shield coverages; permission to be out-of-work, out-of-family, and out of the mainstream of social and cultural productivity.

Physical illness still prevails as an unquestionable adequate rationale for non-participation. However, such complaints as diarrhea, nausea, headache, fatigue and hives disguise in all too many instances what this author has labeled, "recreation phobia."

What we are saying here is that the body is not limited to speech and gesture for its communication. Equally persuasive to the glib line and poetic pleading is the appeal of the infirm body. "I can't participate because I am too sick," or, "Take care of me in my infirm state," all too frequently is the primary message of illness and derives its reply from the guilt of the listener — an energy bank from which service may be drained almost endlessly.

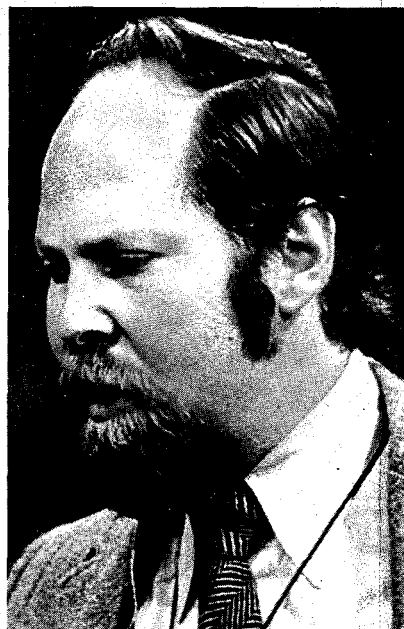
What you probably are asking at this point is, "What does all of this have to do with the concerns of recreation counselors in our coun-

try's larger industrial plants?" The answer, I hope, soon will be clear. Namely, **most people don't know how to have a good time. They are afraid to have a good time and employ body language to maintain the status quo of chronic disappointment and hurting as some unrealistic pennance for real or imagined transgressions.** Getting sick or staying sick is just easier for many than paying for the pleasure with dollars of fear, self destruction and guilt.

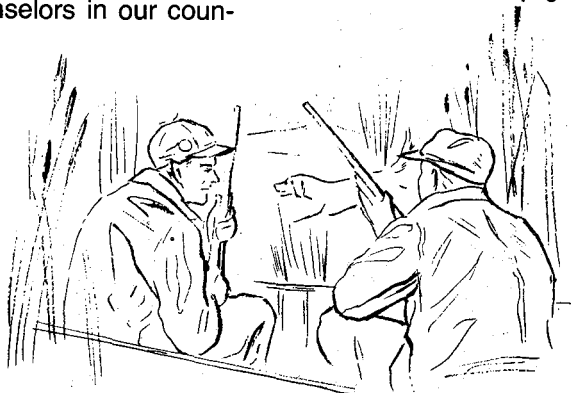
In the March issue of the New York () magazine, May Rudolph writes of a similar phenomenon, "Success, the Ultimate Phobia." She states, "Victims of Success Phobia usually react with physical symptoms, rashes, panicky stomachs, hives, sweaty palms or blushing cheeks." She goes on to quote Freud, "Frustration is the first condition for neurosis and one can easily understand the suffering of people who don't get what they want." So much the more surprising, indeed bewildering, when as a physician one makes the discovery that people occasionally fall ill because a deep-rooted, long-cherished wish has come to fulfillment.

We are here concerned not with the anxiety or depression of success achieved, but that conversion to

Continued on page 22



Alfred E. Fireman, M.D., is a diplomate of the American Board of Psychiatry and Neurology. Before coming to Tampa, Fla., to head the Psychiatric Service for Student Health at the University of South Florida, with independent study in industrial and social psychiatry at USF leisure studies program, he was president and clinical director of East Bay Community Mental Health Center of Rhode Island. His publications are in the fields of existential and social psychology and he has taught university courses in group psychodynamics, psychosomatics, the family and marriage. He is a consultant and lecturer in the areas of medical-psychiatric industrial security clearance, vocational rehabilitation and the psychology of leisure.



Cardiovascular



Denton Towson carries an above-average workload.

Executive pressures seem light. He awakens in the morning feeling well, handles his decision-making role with ease, assuming as much as two additional hours of daily work, and sleeps comfortably at night.

Plus reducing the chance of suffering a heart attack.

Towson is physically fit.

He discovered taking an hour a day for a planned physical fitness program provides stamina to make him a more productive executive

and more relaxed in his personal life.

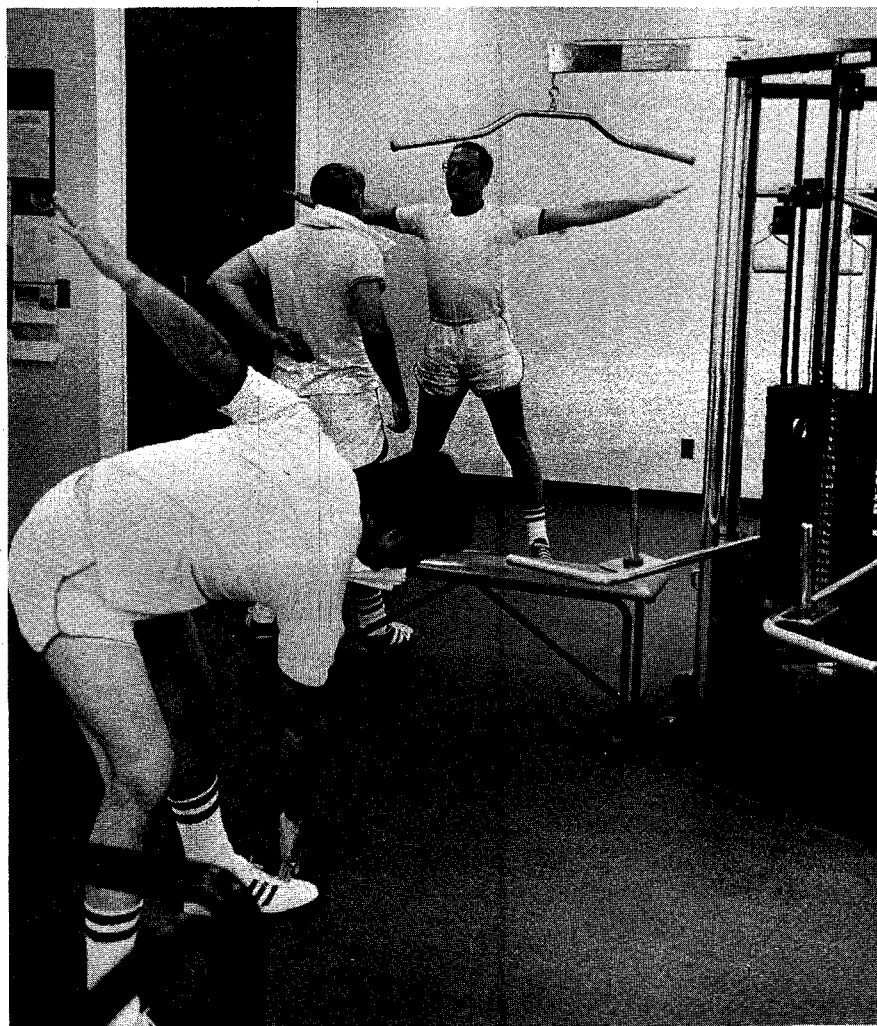
Denton Towson is a fictitious name for the typical Xerox Corporation executive participating in the company's Executive Physical Fitness Program.

Xerox aims its program at cardiovascular health. And studies completed recently by Dr. Donald Koerner, Xerox Corporation's managing physician, Rochester area, support its goals.

"Resting heart rates," reports Dr. Koerner, "were lower, the men were

Continued on page 21

WEIGH-IN TIME. Each Xerox executive enrolled in the program is given a personalized fitness plan aimed to achieving optimum physical and mental fitness.



WARMUP TIME -- The first part of each man's visit to the Xerox Executive Physical Fitness Laboratory calls for exercises to raise blood temperatures, improve aerobic performance and help prevent muscle soreness and injury.

Health Program

SUGGESTED GUIDELINES FOR STRESS LIMITS

In order to establish a uniform stress limit for participants in the fitness program a target pulse rate should be used as the limiting factor provided that the participant is not restricted otherwise by medical department directions or limited by other factors such as fatigue, shortness of breath, discomfort, etc., before reaching the target rate.

The accompanying table gives predicted maximal heart rates according to age. A trained person may be considered to be one who has been participating in a vigorous physical activity an average of at least three times per week. Initially an untrained person beginning the program should not be exercised beyond a level which would cause a pulse rate in excess of 75% of predicted maximal heart rate for his age. Once established in a regular exercise pattern without adverse symptoms exercise programs should be established to allow the participant to maintain a target pulse rate of 70% with intermittent peak levels of 85% of his predicted maximal heart rate according to his age and training status.

MAXIMAL HEART RATE

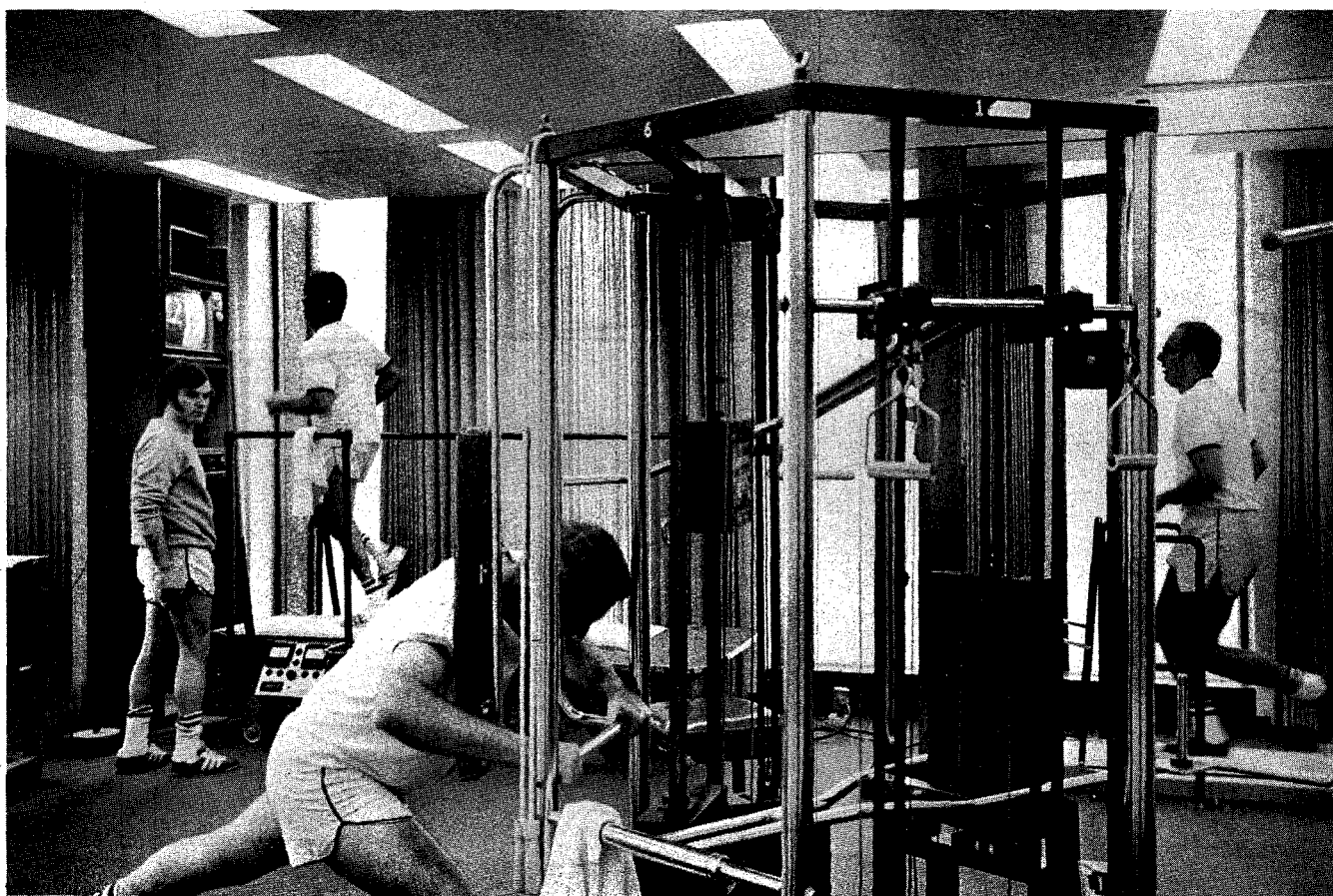
PREDICTED BY AGE AND TRAINING

Age	20	25	30	35	40	45	50	55	60
UNTRAINED									
Max. Heart Rate	197	195	193	191	189	187	184	182	180
Max. Heart Rate During Training	148	146	145	143	142	140	138	137	135

TRAINED

Max. Heart Rate	190	188	186	182	180	177	175	173	
Max. Heart Rate During Training	162	160	158	156	155	153	150	148	147
Min. Heart Rate During Training	133	132	130	129	127	126	124	123	121

PLANNED FITNESS -- Xerox Corporation executives participate several times a week in programs tailored to each man's age, weight, physical capabilities and aimed to give them the best cardiovascular health attainable. Program involves weightlifting, jogging, aerobic exercises and counseling.



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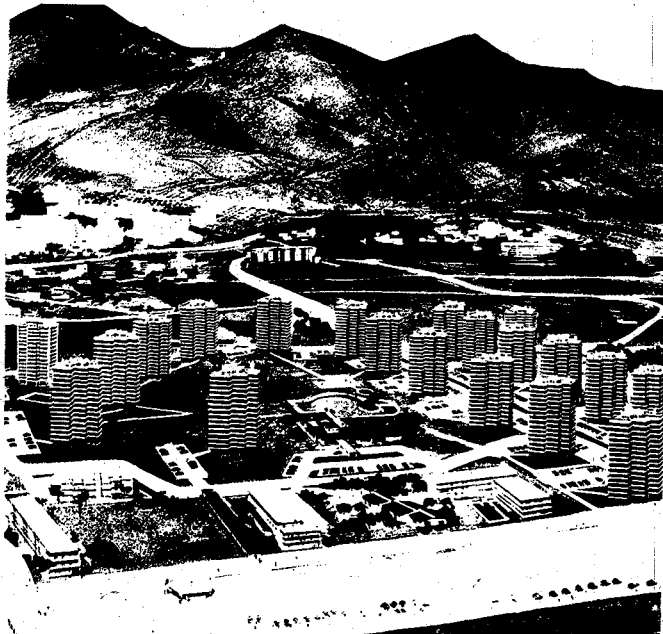
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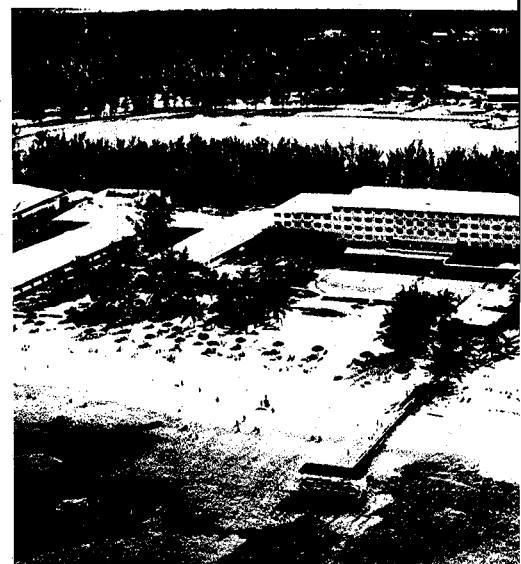
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Improving Manpower Through Aerobics

By Kenneth H. Cooper, M.D.
Founder and Director
The Aerobics Center, Dallas Texas



Percent body fat determination by the underwater volumetric technique being measured in the Cooper Clinic.



Kenneth H. Cooper, M.D. a former Air Force medical officer, has written several books on exercise, including "Aerobics" and "The New Aerobics," and co-authored with his wife, "Aerobics for Women." He has published more than 30 technical articles in addition to his books. He left the service in 1970, settling in Dallas where he established The Aerobics Center.

Doctor Cooper has lectured on the Aerobics system to groups all over the world. When not lecturing, he maintains his practice as a physician in the Cooper Clinic.

It has been estimated that each year the cost of premature deaths of young executives due to heart disease is more than \$2.5 billion.

Can anything be done to lower or prevent this drastic loss in human resources? At the Aerobics Center in Dallas, Texas, we are attempting to gather data that will allow us to determine how a medically prescribed and supervised exercise and diet program can be utilized in the prevention and rehabilitation of cardiovascular diseases.

We have been working closely with a number of industrial organizations. Many of these companies are encouraging their employees to follow an Aerobics program. Some are providing complete annual health examinations for key employees. Others, like Redman Industries and The Tyler Corporation, have altered their personnel policies to encourage employees to enter the program as a function of their employment, while other organizations have begun to offer incentives for their employees to maintain good cardiovascular fitness, e.g. time off for exercise programs.

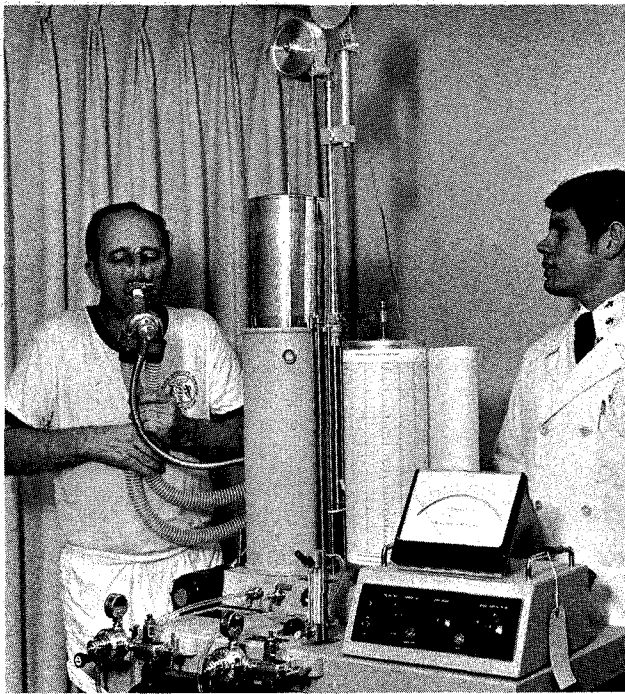
The Aerobics Center Organization

The Aerobics Center is located on an eight and one half acre estate in a residential area of north Dallas. It is composed of three separate and distinct organizations: (1) the Co-

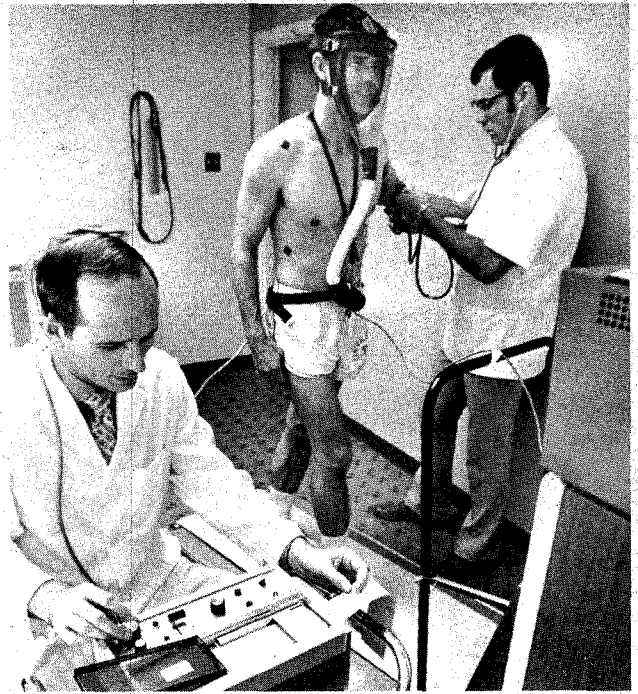
per Clinic, which performs health examinations; (2) the Institute for Aerobics Research which analyzes the data from the clinic and performs research in Aerobics, and (3) the Aerobics Activity Center, which provides the facilities for the medically prescribed and supervised exercise programs.

The Cooper Clinic gives comprehensive health examinations, including maximal performance treadmill stress tests with multi-lead electrocardiographic (ECG) monitoring. In addition, testing includes blood analysis, urinalysis, chest x-ray, visual and auditory acuity tests, pulmonary function studies, lean body mass determination (percent body fat), physical examination, and a resting ECG precedes the maximal performance treadmill stress test. The complete examination is followed by a consultation at which time the patient receives the results, diet recommendations, and a personalized Aerobics training program.

The Clinic has given more than 3000 examinations to more than 2500 patients during the last two and one half years. Approximately 40 per cent of the people examined are from out-of-state and foreign countries. Most patients return for yearly reexaminations, which will permit them to be followed in the Institute's 5-10 year longitudinal study. Local patients, after receiving



Lung volume measurement.



Maximal performance treadmill stress test.

their examinations and treadmill stress tests, can become involved on a membership basis in the exercise facilities provided by The Aerobics Center.

Aerobics Activity Center

The facilities of the Aerobics Activity Center include a quarter-mile jogging trail with night lighting, a half-mile jogging trail, a 25-yard heated six-lane swimming pool, air-conditioned Tartan banked indoor track, bicycle ergometers, treadmills and muscle training equipment. There are complete locker room facilities, a laundry service, steam room, whirlpool, and showers.

The staff of the Activity Center helps each member with his exercise program. Classes begin with calistenics for 15 minutes. Then the members break up into small groups to perform their aerobic exercises. The feature that sets the Activity Center apart from health spas is the medical supervision.

The Aerobics Activity Center also works with local corporations for the sponsorship of Aerobics-oriented exercise activities designed to

encourage executive and employee participation.

Stress Testing and Fitness Levels

The purpose of stress-testing is to (1) determine the initial level of fitness; (2) observe the response to exercise; (3) evaluate the presence and severity of coronary disease; (4) objectively determine the level of work one may perform in his daily activities; (5) prescribe an Aerobics training program which will achieve safely at least a "good" level of physical fitness.

The "good" level of physical fitness is defined as the ability of the body to absorb 42 milliliters of oxygen each minute for every kilogram of body weight, with adjustments for age.

The Aerobics criterion requires an individual to achieve 30 Aerobics points per week in order to maintain a "good" level of fitness. The Aerobics point system is based on the amount of oxygen one consumes while exercising. Long slow distance (LSD) running is an excellent aerobic exercise since large volumes of oxygen are consumed dur-

ing sustained effort. For instance, 10 points are awarded for two miles in 13-16 minutes, 15 points are given for five miles in 50-60 minutes, while more than 100 points are given in marathons in 3½-4 hours. The points system is a simple way of assuring that minimum oxygen consumption is attained.

The treadmill stress test provides an excellent evaluation of one's cardiovascular fitness. On the basis of the fitness level an exercise program can be constructed. But using a treadmill for testing is not always practical. This is why the 12-minute and 1½ mile field tests were developed. After one has had a good medical examination and has built up a capability for strenuous exertion, he can run 12 minutes to determine his present level of fitness. To be in the "good" level of fitness, one should be able to cover 1½ miles in 12 minutes (8:00 mile pace), age-adjusted to 1.25 miles in 12 minutes or 1½ miles in 14½ minutes for those over 50.

The combination of the treadmill stress test, field test, and the Aerobics point system provides a

Continued on page 20

Institute For Aerobics Research



Architect's rendering of proposed new building for the Institute for Aerobics Research

The goal of the Institute for Aerobics Research is to determine the relation between fitness and the prevention of and rehabilitation from cardiovascular disease—particularly ischemic heart disease. This goal will be accomplished through a longitudinal study carried out from 1975-85, i.e. The Dallas Study.

At present, the primary research project of the Institute is to establish an Automated Data Repository (ADR) which will make all the medical data generated

in the Cooper Clinic available in a computer for future analysis. This project is now underway as a result of a \$60,000 grant from the Moody Foundation in Galveston, Texas.

There are other projects that the Institute is carrying out. This spring, an Aerobics physical education program for blind students has been funded at North Texas State University in Denton, Texas. This program will be monitored by the Institute. It will provide each visually handicapped student an opportunity to develop and maintain good cardiovascular fitness.

The Institute is now into the second year of an Aerobics program in the Fort Worth Public Schools. By 1975, each boy and girl in grades 6-12 will be required to participate in aerobic exercise (mostly jogging) all year as part of physical education classes.

The Institute will be sponsoring a yearly workshop for physical educators beginning the latter part of 1973. The purpose of these workshops will be to introduce recreation directors of clubs, YMCA's, and corporations to the Aerobics program. These workshops will include lectures by the professional staff, demonstrations of stress-testing techniques and Aerobics training programs, and tours of the facilities of The Aerobics Center.

Continued from page 19

means of detecting the presence or absence of disease and of maintaining adequate fitness.

The Dallas Study

The three divisions of The Aerobics Center are working together to find out whether cardiovascular fitness — achieved through aerobic exercise — can prevent or delay the onset of heart disease.

Other researchers have examined the health benefits of physical activity; but our longitudinal research program — called the Dallas Study — will be the first attempt to relate specific amounts of exercise to reduced incidence of particular ailment. Comparable studies in the past have been retrospective in that their data have been developed after the fact, comparing the physical condition of individuals at the end of a period of activity, rather than observing the same people recurrently during a considerable time period.

We believe that by following 1000 men and women through the

Aerobics program, along with a control group, for at least 5-10 years, we should have enough statistical evidence to document whether programmed exercise can help reduce not only heart disease, but many pulmonary ailments, ulcers and even various mental disorders.

If we can document that Aerobics will offer measurable protection against the incidence of heart disease, the return gained from an increased or maintained executive resource will be substantial — any where from one to over two billion dollars per year.

We feel that this exciting, far-reaching work is really just beginning. We hope to see the day when heart disease is no longer the number one killer. We feel the Aerobics system will help bring a time when management and employee teams are made up of individuals who feel better, look better, and are more physically and mentally alert. ■



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Continued from page 14

able to work for a longer period of time while performing a greater work load. The evidence indicates those in the exercise program developed more efficient cardiovascular systems."

In the first study, Dr. Koerner compared people in the program with those just entering the program. Those in the program, averaging 21 months of participation, he says, demonstrated a "definite superiority" over those just beginning. And, he adds, although those exercising most frequently showed the greatest superiority, those men only working out once a week were still superior to those just entering the program.

For his second study Dr. Koerner tested 13 men before entering the program and re-tested them after at least three months of participation.

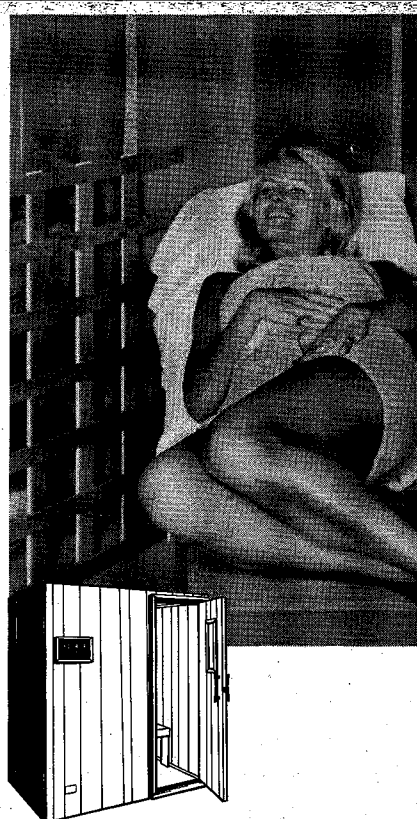
"Improvements," he reports, "were in the same parameters as in the first study."

Actual "stress testing" takes place on a treadmill. It consists of recording an electrocardiogram while the heart is literally under "stress." The executive jogs on the treadmill while attached with leads to heart monitoring equipment: electrocardiograph, oscilloscope and a heart rate meter.

At the beginning the grade is set at 10 degrees until the monitoring equipment indicates the executive has attained 90 per cent of his predicted maximum heart rate. A physician, technician and fitness specialist coordinate the test. Blood pressure is checked before, during and after the test. And as a precaution, a defibrillator and pacemaker are on hand.

But the treadmill is only part of the story of the Xerox Executive Physical Fitness Program. Each man has a program aimed to give him the very best physical fitness as an individual.

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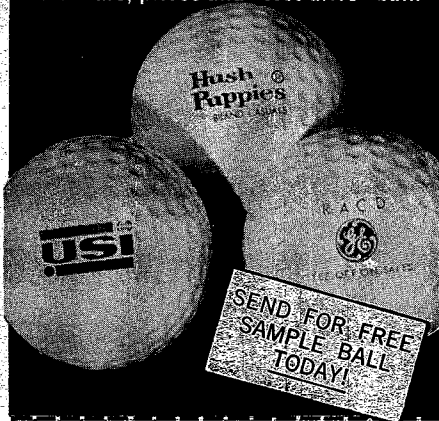
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physical symptoms which precedes or thwarts anticipated pain of success or pleasure. Whereas avoidance of the pleasure producing experience may be achieved through rationalization, when this method fails, unconscious surrender to body language frequently ensues.

Recreation planners are thus encouraged to ponder these issues and include in their programs remotivation, education and group encounter; or rap sessions for those who have been known historically not to attend or participate in any scheduled or arranged company festivity.

Another major consideration in recreation phobia is the cultural lock on our free play spirit. The sun of playing is the flip side of the protestant work ethic. If to work is divine, then to not work is devilish. Thus it is that even at play we work to win, we train to exhaustion, we drug our horses and our swimmers to supernatural achievements. We love a winner and, although we root for the underdog, persistent losing never holds our attention.

"Just for the fun of it" is all to regularly replaced with small side bets. Much that begins as recreation gives way to the shame of exposure and the threat of ridicule and laughter as we are scrutinized by other players. Somehow we have concluded that self-worth and true value are liable when we ski down the mountain, dance a jig, or frolic in a wading pool. Whether we call it stage fright or paranoia, there is a sad over-investment in the hazard of being observed by others in our less controlled, freer and more creative moments.

From who sets the better table to who has the most carats, from the relentless push for the bigger house, car, boat, camper, stereo, color TV, etcetera, etcetera — the joy from the use of the objects soon gives way to the tensions of comparison and the final dreadful awareness that all the king's horses and all the king's men cannot give satisfaction to the unprepared mind, the untutored spirit and the culture-locked superego of our American worker.

Take away the ritual of work and into the vacuum flashes awareness of our limited existence. "I'm going crazy with nothing to do" is a restatement of this pathetic awareness of non-being, of the state of boredom, which first confronts the non-worker — a state of mind rivaling anxiety and depression as the dominant psychopathological condition of our era. The most distressing aspect of leisure and recreation is the stark paradox that it provides on the one hand the freedom to be ourselves and on the other the terror to know our limitations in that awareness.

The names by which we are recognized at work — doctor, clerk, plumber, judge — set the terms of the social contact. But "player" invites the participant to renew the innocence and complexity of his childhood.

When we give up all the familiarity and ritual of the work role we move a few steps closer to the repressed. Somehow as a child we got into our most embarrassing and punishable situations while at play. It's risky business for many and the greater number of recreation counselors who understand this, the better programs they will be able to sponsor.

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Continued from page 21

ation, noting any restrictions, to the fitness specialist heading the program.

The first part of the training is warmup exercises of the major muscle groups. Then the executive moves to the treadmill where he starts out just walking and gradually increases his pace to jogging one eighth of a mile at five miles per hour or less. Then the man returns to a walk while the specialist checks his heart rate. With the rate, plus the man's age, the specialist predicts the maximum heart rate for the executive during training.

During the first visits, the executive follows jogging with walking around the room to gradually slow his heart rate. Then the executive moves to the circuit trainer, a 12-station area and the ergometer. In the following months, the program is increased as he becomes more "fit." The specialist counsels the men, helping them become aware of the need for fitness, prescribing exercises suited to their age and physical condition and giving them a travel workout for use in hotel rooms.

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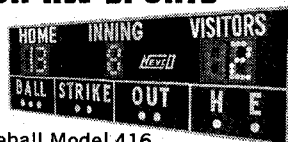
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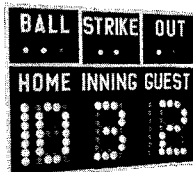
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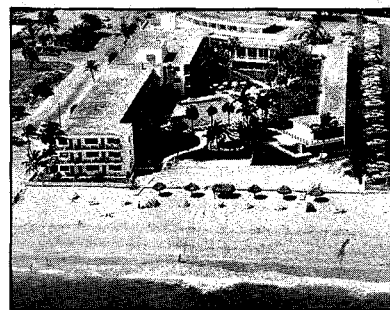
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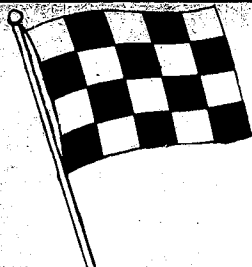
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	Entire Conf.	Daily
Delegates	\$75	\$20*
Delegates (non-member)	\$85	\$30*
Wives	\$60	\$20
Commercial (non-exhibitor)	\$200	\$70
Associate Member (non-exhibitor)	\$135	\$60
Extra Exhibitors per booth (two free with purchase)	\$35	\$20
Students	\$10*	\$3*
*meals extra		

MESSAGE TO THE DELEGATES

"Recreation's Role in Corporate Success", the theme of the 32nd National Conference and Exhibit, is indicative of the discussions that will take place concerning the effect of recreation programming in many of the most successful corporations in North America. The emphasis this year will be placed on improving one's skills in and the understanding of management, programming, and the operation of a complex employee social welfare program. These sessions, conducted by presidents and vice-presidents of corporations as well as other experts, will be of vital concern to recreation directors, personnel administrators, and others in corporate and recreation management. These stimulating, educational events should be placed on your calendar right now so you can plan to be in attendance May 18 - 23. I look forward to seeing you at this great conference.

MICHAEL A. FRYER
EXECUTIVE DIRECTOR

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32nd NATIONAL NIRA CONFERENCE & EXHIBIT

“RECREATION’S ROLE IN CORPORATE SUCCESS”

INDIANAPOLIS, INDIANA - May 18 - 23, 1973

PROGRAM AT A GLANCE

**FRIDAY
MAY 18**

**SATURDAY
MAY 19**

**SUNDAY
MAY 20**

**MONDAY
MAY 21**

**TUESDAY
MAY 22**

A.M.

P.M.

EVE.

<p>8:00 (CC) Exhibitors Start Set-up and Register</p> <p>8:30 - 11:00 (S) Executive Committee Meeting</p> <p>11:00 (S) Delegates Registration and Information Opens</p> <hr/> <p>12:00 - 1:00 (S) Special Committee Meetings: CIRA/CIR,L Regional Management, Research Foundation (NIRREF)</p> <p>1:00 - 2:00 (S) Special Committee Meetings: Recreation Management Magazine, Elections and Nominations, Legislative Program Services and Tournaments</p> <p>2:00 - 5:00 (S) Board of Directors Meeting - Gary D. McCormick, Presiding</p> <hr/> <p>7:00 (S) Official Conference Opening Banquet for Delegates and Exhibitors</p> <p>Winetasting Reception</p> <p>Evening Entertainment and Opening Address</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 9:30 (CC) Regional Breakfasts and Business Meetings for Delegates</p> <p>8:30 (CC) Continental Breakfast for Exhibitors</p> <p>9:30 - 12:15 (CC) Grand Opening of Exhibit Hall</p> <hr/> <p>12:00 - 2:15 (CC) Management Luncheon for Delegates and Exhibitors. "Employer of the Year" Award to Daniel J. Haughton, Chairman of the Board, Lockheed Aircraft Corporation</p> <p>2:00 - 2:50 (CC) Concurrent Sessions "Cardiovascular Stress Testing - Its Use in Evaluating Fitness Programs"</p> <p>Concurrent Sessions "Selling the Concept of Company-Owned Recreation Facilities"</p> <p>3:00 - 3:50 (CC) Concurrent Sessions "How will the New CAB Rulings On Travel Group Charters Effect Employee Group Travel?"</p> <p>Concurrent Sessions "No Cost Programming During The Tight Money Squeeze"</p> <hr/> <p>5:00 - 8:00 (CC) Exhibits Open with Refreshments</p> <p>8:00 - Free Evening</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 10:50 (S) Continental Breakfast for Delegates and Exhibitors, Annual Business Meeting and Election of Officers</p> <p>11:00 (S) Buses Depart for Indy "500" Qualifications, Return starting at 6 p.m. 3:30 p.m. to 6 p.m.</p> <hr/> <p>2:00 (S) Alternative Session to Indy "500" "Religious Education in Recreation Workshop"</p> <hr/> <p>5:00 - 10:00 (CC) Exhibits Open with Fish Fry and Refreshments</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 (CC) CIRA/L Breakfast and CIRA/L Awards Ceremony</p> <p>8:30 (CC) Breakfast For Delegates and Exhibitors</p> <p>9:45 - 11:45 (CC) General Session "Baby or Administrator?"</p> <hr/> <p>12:00 - 2:00 (CC) NIRA Awards Ceremony Luncheon for Delegates and Exhibitors</p> <p>2:30 - 4:00 (CC) General Session "The Corporation's Return on Investment"</p> <p>4:15 - 5:00 (CC) General Session "The Humanization of Work"</p> <p>5:00 - 6:00 (CC) 1973-74 New Board of Directors Meeting - Edward M. Bruno, Presiding</p> <hr/> <p>7:00 - 10:00 (CC) Exhibits Open and Exhibitor's Host Hospitality Party Final Exhibit Hours</p> <p>10:00 (CC) Exhibitors Begin Dismantle through Noon Tuesday</p>	<p>8:00 (CC) Registration and Information Opens</p> <p>8:30 - 9:45 (CC) Breakfast for Delegates and Exhibitors</p> <p>10:00 (CC) Exhibitors Critique and Meeting</p> <p>10:00 - 10:45 (CC) Concurrent Sessions "Offering A Recreation Loan Service"</p> <p>Concurrent Sessions "Volunteers or Recreation Staff Employees"</p> <hr/> <p>11:00 - 11:45 (CC) Concurrent Sessions "Will Occupational Safety and Health Administration (OSHA) Laws Help or Hinder Recreation Operations?"</p> <p>Concurrent Sessions "Equitable Budgeting: Who Gets How Much?"</p> <hr/> <p>12:00 - 5:30 (CC) Buses depart for Tour of Recreation Facilities at Cummins Engine Co. Cookout Picnic Served at Cummins.</p> <hr/> <p>7:30 (S) Conference Closing Banquet and President's Dinner Dance Gary D. McCormick, President 1972-73 Edward M. Bruno, President 1973-74</p> <p>Prepare for Wednesday Departure to the Sun, Sand and Sea of the West Indies' Most Desirable Pleasure Spot - Jamaica. Site of This Year's Post-Conference Tour.</p>
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LOCATION OF MEETINGS AND EVENTS: (S) - Stouffer's Hotel(CC) - Convention Center

Physical Fitness Defined

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Physical Fitness is the ability to carry out daily tasks with vigor and alertness, without undue fatigue, and with ample energy to enjoy leisure time pursuits and to meet unforeseen emergencies. Thus, physical fitness is the ability to last, to bear up, to withstand stress, and to persevere under difficult circumstances where an unfit person would quit. It is the opposite to becoming fatigued from ordinary efforts, to lacking energy to enter zestfully into life's activities, and to becoming exhausted from unexpected, demanding physical exertion.

The definition given implies that physical fitness is more than "not being sick" or merely "being well." It is different from immunity to disease. It is a positive quality, extending on a scale from death to abundant life. All living individuals, thus, have some degree of physical fitness, which is minimal in the severely ill and maximal in the highly trained athlete; it varies considerably in different people and in the same person from time to time.

Inasmuch as man is a total individual—not divisible into discrete parts—his physical fitness affects in some degree all of his life's activities.

Physical Fitness Components

Perhaps the complex of physical fitness can best be understood in terms of its components. While these components are interrelated—also, not discrete—each has a distinctive feature and each contributes an essential element to physical fitness.

Undergirding physical fitness is the organic soundness of the body. Obviously, persons with heart lesions, metabolic diseases, neurological dysfunctions, and the like are not organically sound. These individuals are found at the lower levels of physical fitness. However, a great many boys and girls, men and women free of such conditions are still low on the physical fitness continuum—they are deficient in basic physical fitness components. These components are the special concern of the President's Council on Physical Fitness and Sports, charged by the President of the United States "to strengthen the physical fitness of American children, youth, and adults."

While consensus on the components of physical fitness does not exist, there is little or no disagreement that the three given here are basic.

1. Muscular strength. Muscular strength refers to the contraction power of the muscles. How strong muscles are is usually measured with dynamometers or

tensiometers, which record the amount of force particular muscle groups can apply in a single maximum effort.

Man's existence and effectiveness depend upon his muscles. All movements of the body or any of its parts are impossible without action by muscles attached to the skeleton. Muscles perform vital functions of the body as well. The heart is a muscle; death occurs instantly when it ceases to contract. Breathing, digestion, and elimination are impossible without muscular contractions. And, these vital muscular functions are influenced by exercising the skeletal muscles: the heart beats faster, the blood circulates through the body at a greater rate, breathing becomes deep and rapid, and perspiration breaks out on the surface of the skin.

2. Muscular endurance. Muscular endurance is the ability of muscles to perform work. Two variations of muscular endurance are recognized: *isometric*, whereby a maximum static muscular contraction is held; and *isotonic*, whereby the muscles continue to raise and lower a submaximal load, as in weight training or performing push-ups. In the isometric form, the muscles maintain a fixed length; in the isotonic form, they alternately shorten and lengthen. Muscular endurance must assume some muscular strength. However, there are distinctions between the two; muscle groups of the same strength may possess different degrees of endurance.

3. Circulatory-respiratory endurance. Circulatory-respiratory endurance is characterized by moderate contractions of large muscle groups for relatively long periods of time, during which maximal adjustments of the circulatory-respiratory system to the activity are necessary, as in distance running and swimming. Obviously, strong and enduring muscles are needed. However, by themselves, they are not enough; they do not guarantee well-developed circulatory and respiratory functions.

In addition to the basic three above, other components mentioned, especially under the broader concept of motor fitness, are given with brief definitions:

Muscular power: ability to release maximum muscular force in the shortest time.

Agility: speed in changing body positions or in changing direction.

Speed: rapidity with which successive movements of the same kind can be performed.

Flexibility: range of movement in a joint or a sequence of joints.

Proper Weight

Recent insurance company studies show that men 20 percent or more overweight have a death rate one-

third higher than the general population. According to the report *Obesity and Disease*, released through the Office of Health Economics, heart disease and diabetes as well as other ailments are significantly more common among the overweight. Women who begin pregnancy with high initial weight are much more susceptible to complications than are those of normal weight.

An exercise program must be such that it burns a sufficient number of calories to aid the participant in maintaining a proper and healthful body weight.

Muscle Power

Many ailments which incapacitate employees and lead to great expense for industry through workmen's compensation and absenteeism are caused simply by muscular insufficiency. Backache, for example, often results from weak and underexercised back and abdominal muscles. Hernia can frequently be traced to weak abdominal musculature. Weak leg muscles can lead to sprained ankles, pulled tendons and numerous other aches and pains.

That does not mean, of course, that everyone who has spent two months in a good fitness program will resemble Mr. World. In fact, weight training, while beneficial in its own right, is not the only way to establish muscular strength. A swimming program will build more than adequate muscle strength if it is undertaken regularly and for a sufficient length of time. Bicycling is a fine exercise for the legs and heart. So is jogging. Sit-ups and several other exercises are good for strengthening the back and abdominal muscles.

Muscle Endurance

Just as muscular strength is needed to pull in a potbelly to take the strain off the spine, muscular endurance is needed to maintain that proper, healthful posture throughout the day. Typists need sufficient forearm, shoulder and back muscle endurance to type hour after hour. The bricklayer needs a high degree of muscle endurance to perform continuously. Executives need sufficient muscle endurance to stand up or sit at a desk all day without becoming fatigued too rapidly.

Often the worker who feels by midafternoon that he is too worn out to do any more is actually suffering from muscle fatigue.

Flexibility

Strength and endurance exercises, while essential to total fitness, nonetheless act to shorten muscles and reduce flexibility. For example, weight lifters sometimes find themselves in great difficulty after years of training when they attempt to lift their arms above their heads. And frequently joggers tear a hamstring when they kick a football or in some other way demand a sudden stretch of their leg muscles.

Many cases of muscle tears, pulls and strains occur because of a lack of flexibility. And as time goes on and we grow older, the symptoms become ever more severe. Often muscular problems which may be diagnosed as rheumatism or arthritis are in fact the result of severely limited flexibility. If calcium deposits form

in the joints because they have not been moved through their full range of movement, an arthritic condition may result.

Coordination

Coordination is the activity in which the nerves and brain work together with the muscles as a team. The more astutely the team performs, the more skilled the coordination. The alternative to this aspect of fitness is clumsiness—and industry needs no lessons on the cost of clumsiness in the form of industrial accidents. Coordination is learned by doing, and sports and other physical activities are excellent conditioners in that respect.

Cardiorespiratory Endurance

What has been said of muscle strength and muscle endurance is also true of that unique muscle, the heart. When a skeletal muscle is exercised it grows stronger. Similarly, when the heart is exercised, it grows stronger. The conditioning effect on the skeletal muscles is measured in terms of strength and endurance. But with the heart improvement is determined by such standards as a reduced resting pulse rate, a lower pulse rate when certain workloads are imposed on it, and a faster rate of recovery when the load is removed.

Most of us who have sedentary jobs probably need to improve our heart strength and endurance. If in a sudden burst of activity we rip an arm muscle, or if we have to drop a heavy weight because we simply cannot carry it for lack of strength, there is no great damage done. But if some winter morning we try to shovel snow, or we are forced to climb several flights of stairs, or run for a plane, or in any other way place an excessive strain upon our heart for which it is not prepared—that can be a serious problem.

Cardiovascular fitness is an area often overlooked in physical fitness programs. Some men will spend hundreds of dollars and thousands of hours building a marvelous physique, and decide they are therefore physically fit. Others will practice only flexibility exercises. But the truth is, no exercise program which ignores cardiovascular health is truly adequate.

And that, of course, means vigorous physical activity sufficient to push up the pulse rate significantly. The pulse rate is the key to how much exercise is enough, but it must be pushed up high enough and held there long enough for cardiovascular conditioning to take place.

Just how high this is and for how long has been a subject of much controversy, and such noted authorities as Drs. John Boyer, Kenneth Cooper, Sam Fox, Matti Karvonen, and Herbert DeVries, to name a few, have written about it.

In one study, Matti J. Karvonen, M.D., Ph.D., discovered that a pulse rate of at least 150 beats per minute was necessary for the training effect to take place in five young medical students he was testing. He found that if they ran on the treadmill until their pulses reached 150—and continued that routine for several weeks

Continued on page 28

—their resting pulse rates were a lot lower than they were before they started the exercise program. He also discovered that pulse rates taken immediately after exercise returned to the normal resting rate more quickly after several weeks on the program—all of which indicates improved cardiac efficiency.

But, obviously, the 150 rate cannot be applied to everyone. Older persons, for example, need not bring their pulse rates as high to receive cardiovascular benefits. P.O. Astrand, M.D., of Sweden; Fred Kasch, Ph.D., of San Diego State; and Cid Robertson, Ph.D., of Indiana University, believe that there are maximum pulse rates that each of us can attain during exercise. Beyond that limit, the person becomes completely exhausted and is forced to stop exercising. For example, the maximum pulse rate of a teenager is approximately 200 beats per minute. For a person 20 to 29, it's around 190 beats per minute. From 30 to 39 years, it's 180 beats per minute, for the 40-49-year-old, 170, for the 50-59-year-old, 160 to 165, and for people over 60 it's 165 or less.

Dr. Karvonen, in *Work and the Heart*, has devised a formula using those theoretical pulse rates to determine the rate necessary for the training effect to occur in different age groups. According to Karvonen, the first thing for the exerciser eager to build cardiovascular efficiency to do is to figure his capability range. To do that he determines his resting pulse rate. Then he

looks at the chart to find his maximum pulse rate. To get the capability range, he subtracts the resting pulse rate from the maximum rate. For example, if his resting pulse rate is 60 beats per minute, and his maximum rate is 150 beats, his capability range is the difference between 60 and 150 or 90 beats.

Next, he takes 60 percent of his capability range figure. Sixty percent of 90 is 54. Now he adds 54 to his resting pulse rate and he has the theoretical rate at which a cardiovascular training effect takes place. In the example, that equals 114 beats per minute. That rate must be maintained for several minutes.

The beauty of this formula is that it's very personal and can therefore be highly accurate. It is also relatively simple for an examining physician to work out in cooperation with an individual exerciser at the time of his pre-program checkup. Or, a simple mimeographed sheet of instructions can be passed out to participants in an exercise program so that they can work it out for themselves. In addition to the formula presented above, the instructions might include the following:

- Begin by taking your pulse after resting for 10 minutes. The simplest way to do this is not at your wrist, as is commonly believed, but at the carotid arteries which run up the neck on either side of the Adam's apple.

Continued on page 29

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● Look at your wristwatch and begin counting once you get the rhythm of your heart rate. As soon as your second hand passes over a 5-second mark, begin counting and count it for 15 seconds. Multiply that score by 4 and this will give you your resting pulse for one minute.

● Next, refer to the Average Maximum Pulse Chart which indicates your maximum pulse for your particular age group. Find your maximum pulse and subtract your resting pulse from the maximum pulse.

● Multiply that score by 60 percent and add it to your resting pulse. This pulse rate will then indicate how much work you are supposed to perform for a sustained period of time.

The ideal exercise program will include cardiovascular conditioning, as well as activities for the other components of fitness. But that is not to say that a program that is less than ideal is useless. Being active frequently, though moderately, may help to control weight and that has been shown to be a significant factor in thwarting the development of coronary heart disease.

Finally, even the least strenuous fitness programs sometimes cultivate enthusiasm and motivation—and that can lead to personal fitness programs of a more extensive nature. ■



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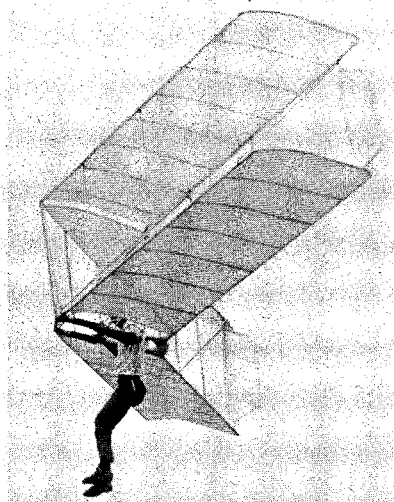
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2 Rack for storage

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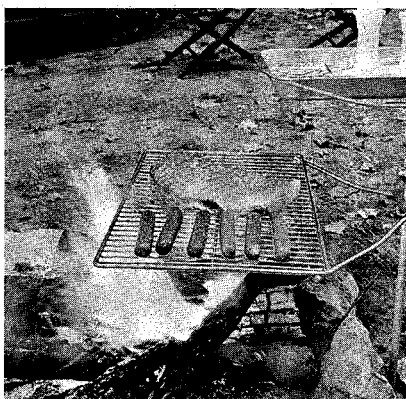
Lightweight and sturdy, the lamp features a headpiece light with adjustable headband and battery box that clips to the belt.

4 waterproof first aid kit

A waterproof first aid kit containing products that comply with appropriate occupational safety and health act regulations has just been introduced.

Ideal for industrial use and for vehicles, the kit contains adequate supplies to administer to the first aid needs of up to 10 persons.

The case is dust-proof, rust-resistant, with wall brackets and a carrying handle, making it adaptable for indoor and outdoor use.



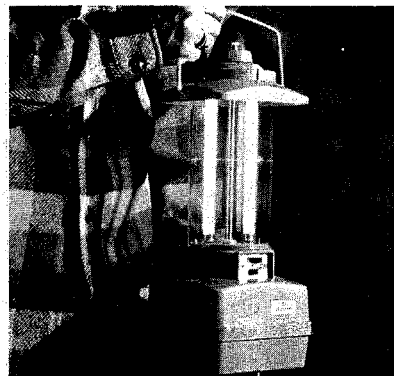
5 Camp grill

Each grill is chrome plated and packed in a carrying carton. Complete set includes: the grill, stake, warming pan and alternate pan grill.

6 Trailers for boats

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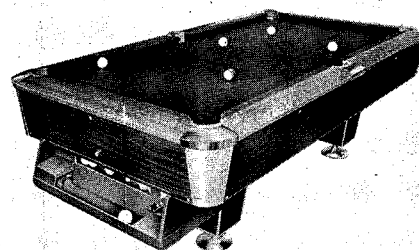


7 New campsite lighting

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8 Coin billiard table

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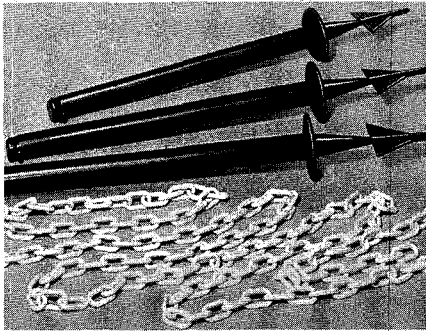
9 Lockers provide flexible storage

New athletic equipment storage lockers offer both security and flexible storage for off season athletic products from ping pong balls to golf clubs, football toggery, etc. Clothes rods and shelves can be arranged to meet individual storage requirements. Constructed of durable steel, the design provides ventilation and "see through" convenience.



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R/M 4/73

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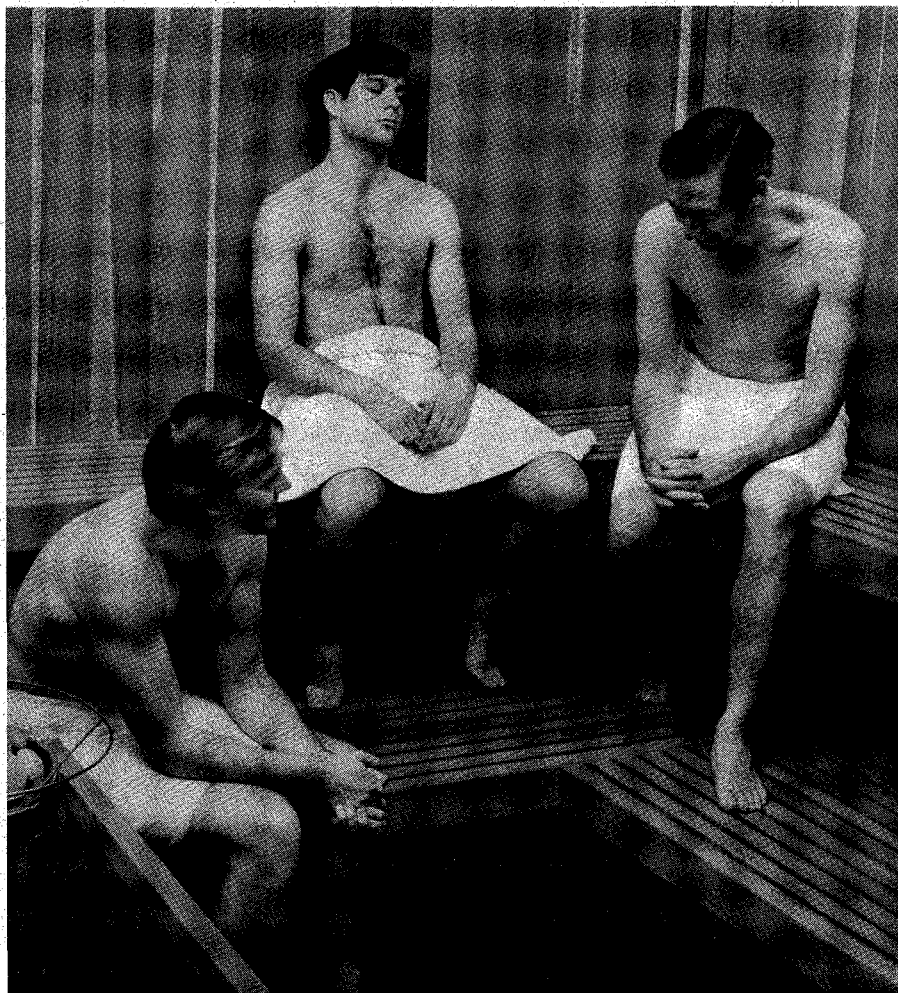
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Equipment and Activities

PLANNING GUIDE

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3. shorts
4. socks
5. stockings
6. award sweaters
7. sweat shirts and suits
8. T-shirts
9. trunks
10. shoes

MONITORING & MEASURING EQUIPMENT (C)

1. heart monitoring
2. spirometer
3. ergometer
4. pedometer
5. timing devices
6. stop watches
7. blood pressure gauge

TRAINING GEAR (D)

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2. health foods
3. vitamins

HYGIENE (B)

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9. belt vibrators
10. massage rolls
11. medicine ball
12. trim sizer
13. incline boards
14. balance boards
15. body weights
16. mats
17. stress equipment

FACILITIES (F)

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2. sauna rooms
3. massage rooms
4. workout rooms
5. sun lamp rooms
6. showers
7. lockers and baskets
8. complete fitness facilities

Outdoor (b)

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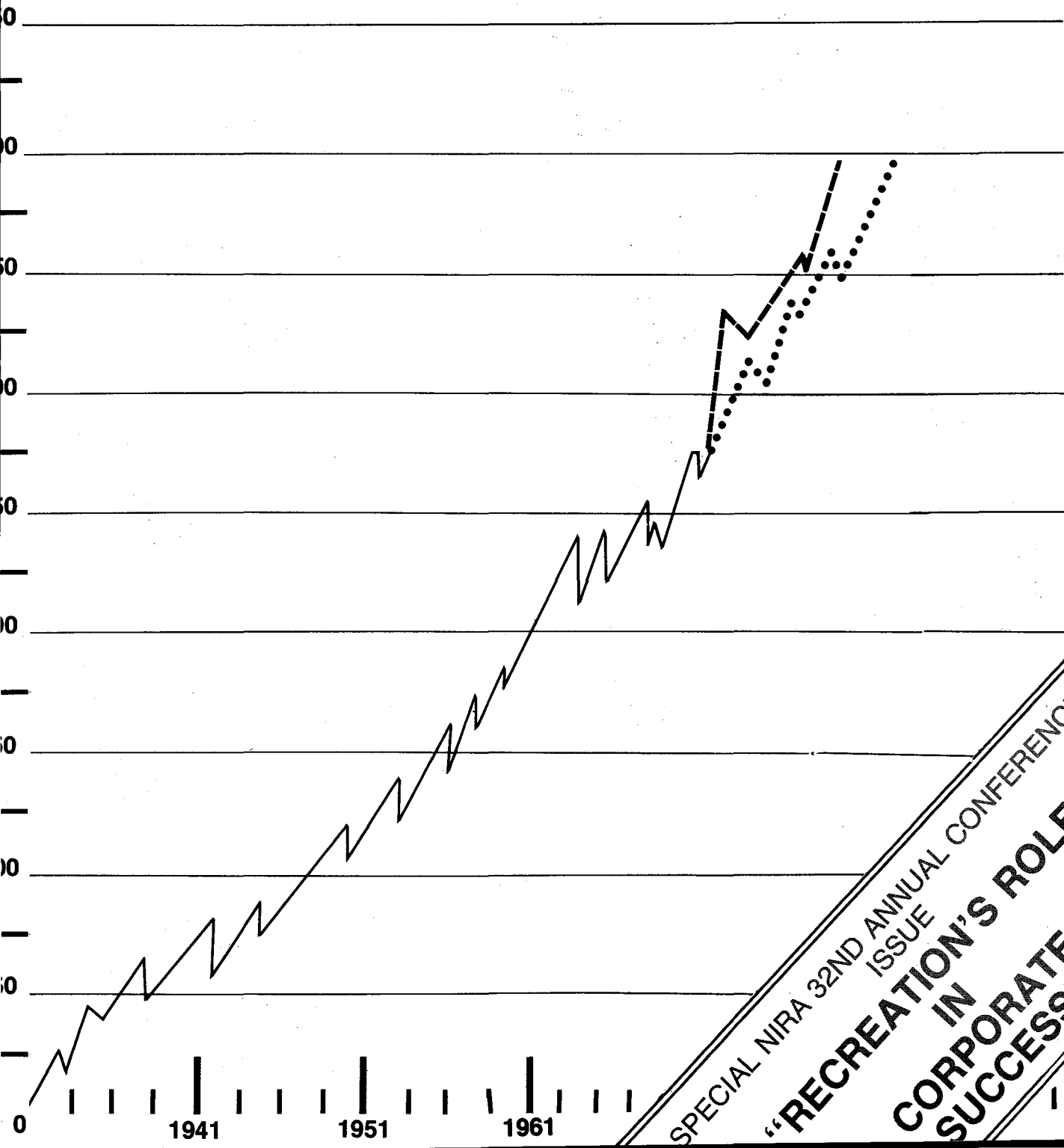
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recreation management

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Recreation's Role in Corporate Success

Recreation's Role in Corporate Success", is the theme of the 32nd National NIRA conference and Exhibit, May 18-23, in Indianapolis, Ind.

The cover graph is indicative of the growth and effect of recreation programming on America's most successful corporations.



Esther Winchell, now editor of Recreation Management, has a varied media background.

An editor and writer for both newspapers and magazines, she has conducted radio and television shows, worked in advertising, designing, photography, public relations and commercial art.

An award winning human relations writer, she has interviewed two presidents wives, as well as conducted educational seminars and developed promotional materials.

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nira news

NIRA-HELMS FOUNDATION AWARDS



The National Industrial Recreation Association, through the United Savings-Helms Athletic Foundation is honoring companies excelling in all aspects of Employee Recreation Programming according to number of employees.

Goodyear Tire & Rubber Company, was named the overall winner.

1,001 to 5,000 employees—Raytheon Company, Andover, Mass.; Albert W. Porter, Recreation Director.

5,001 to 10,000 employees—Cummins Engine Company Inc., Columbus, Ind. Steve Waltz, Recreation Director.

Over 10,000 employees: Goodyear Tire & Rubber Co., Akron, Ohio; Charles Bloedorn, Recreation Director.

Honorable Mention, 5,000 to 10,000 employees: General Dynamics Convair Aerospace Division, San Diego, Calif. Ray Mendoza, Recreation Director; Scovill Manufacturing Co., Waterbury Conn., Fred A. Wilson, Recreation Director. State Farm Mutual Auto Insurance Co., Bloomington, Ill., Mrs. Lillian Lockenvitz, Recreation Director.

NIRA Excellence Awards

The National Industrial Recreation Association honors individual activities within recreation programs at the following member companies for 1972:

Charmin Paper Products Co.: Golf.

Flick-Reedy Corporation: Swimming.

General Dynamics Convair Aerospace Division: Sailing.

Litton Data Systems: Flying, Rock Club.

McClellan Air Force Base: Bowling, Golf.

Raytheon Company: Family Activities.

NIRA Promotional Awards

Winners of NIRA's 1973 Promotional Awards Contests have been named and all entries placed on display at the 32nd Annual Conference in Indianapolis.

Best Promotional: Organization Handbook, Membership Brochure, Activities Guide Book or Membership directory; winners are: first, Lockheed Employee's Recreational Club; second: Control Data Corp., third: S. C. Johnson & Son, Inc.

Best Single Activity Publicity Piece: first, Continental Bank; second, Michigan Bell Telephone Co.; third, McDonnell Douglas Corp.

Best Promotional Campaign: first, McDonnell Douglas Corp., second, Quaker Oats, Co., third, Hughes Aircraft Co.

New Directors for CIRA



The new board of directors of the Columbus Industrial Recreation Association (CIRA, Columbus, Ohio) are from left to right: Ray Leddy, treasurer, who works with Owens Smith as activities director; Corënn Smith, secretary, who is with Ross Laboratories in employee relations; Ed Hilbert, president, is with Batelle Columbus Labs as staff association coordinator/physical fitness advisor and Ed White, vice president, is with Rockwell International Corporation as recreation coordinator.

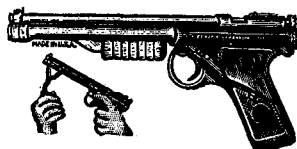
CIRA membership is open to any industrial or commercial organization in Columbus, Ohio. It's main objective is to create greater interest in the constructive use of leisure time and to bring together local workers and their families in wholesome activities including sports, cultural, social and physical fitness activities.

Some of the CIRA sponsored activities are annual events such as a music festival, men and women's tennis, golf, basketball, softball and table tennis.

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NIRA Members Honored in Publication

Parade Magazine reports the editors of "Dun's Review," a business periodical, recently selected five best managed corporations.

Among the five were three NIRA members: Xerox Corporation, for executive motivation; Du Pont, for operational creativity and Eastman Kodak for marketing prowess.

Fitness Conference

The second National Conference on Physical Fitness in Business and Industry will be held October 16-17, 1973 in Washington, D.C.

Over 150 representatives of the country's largest industries attended the second conference in October of '72.



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travel spotlight

"To Be In England -"

By Derek R. Jewson
BOAC/British Airways, Chicago, Ill.

"Oh, to be in England now that April is here", so wrote the one of Britain's greatest poets, Robert Browning.

There is no denying that he may have been biased and that April has come and gone, never-the-less, it is good to be in England any time of the year. It is perhaps for this reason that London and its surrounding countryside make an ideal choice for group travel programs.

The English way of life is different enough from our own to make it exciting and interesting. Yet there is no language problem.

The start and finish of any trip to Britain should be London. So much has been written about London, its grace and charm but the true beauty of London lies in the fact that it means different things to different people, be they Austrialians, Indians or Cockneys.

The bargain hunter will want to search down the stalls in Kings Road but may find his attention diverted by rock music emitting from a Chelsa drug store.

Even the best arranged plans have a way of going astray by the very nature of London, it is so alive and no one seems in too much of a hurry to do any thing but enjoy themselves. It is difficult not to be swept up in the surrounding enthusiasm.

The London night life is truly varied, it boasts the finest theater production in the world, top attractions often playing around the corner from each other.

The British Museum is renowned for its collection of Egyptian treasures may be found in the part of London known as Soho where scores of ethnic restaurants cater to theater goers and attenders of less cultured shows which Soho is known for.

Of course a trip to England must include pub visiting. The English pub is far more than a drinking place—it is a way of life.

In the country it is the hub of village social life, often the focal point for village business and the place to meet friends old and new. The pub is the place to meet people; for conversation comes easily over a pint of English beer.

A day's trip from London opens up the beautiful English countryside. A trip to Stratfor-Upon-Avon will take you wandering through picture postcard villages of Tudor cottages set in the gentle sweep of the Cotswolds Hills. You will pass through such places as Bourton on the Water, Shipton Under Wychwood, travel amongst the historic colleges of the University City of Oxford.

Visits to Windsor Castle, Henley on Thames and Hampton Court can be made from your London Hotel.

Discover Ireland

Discovering Ireland has become one of the pleasures of tourists in recent years...they tell of the enjoyments they find in Ireland, and observing we find they are repeating what the tourists of long ago were recording...telling of the pleasures of the scenery, the quietude, the excellent roads, the friendliness of the people and opportunities for sport.

In Ireland, we are firm believers in festivals, not only as attractions for visitors but also as attractions for ourselves.

To us, it is extremely important that there should always be something going on with plenty of people participating and thoroughly enjoying themselves. So the first thing you will discover about the Irish Festivals is that they are extremely well patronized by us Irish.

Another feature of our festivals is that they are not attended only by devotees of whatever the particular festival is about. You will find poets on the terraces of football pitches, porters at poetry readings, publicans at art festivals, artists at public-house festivals and politicians at the whole lot. Variety is the spice of Irish festival fraternisations; it is what gives them a little bit of difference.

We are such an incorrigibly out-about-about lot that you will find it almost impossible to travel through Ireland in summer or autumn without happening on some kind of festival. Between art and music, theatre and sport, food, films, and fishing, anything a mind or body needs can be found here between the months of March and October.

Of recent years Dublin Theatre has seemed to revolve about the annual Theatre Festival during which visitors have been sated with theatre fare of every kind, and, in addition, food, drink and that eternal Irish commodity, talk.

The event produces a cosmopolitan air, visitors from abroad mingling with the native audience, with the performers, producers and designers present at the Festival club and discussing the whole affair publicly at the various symposia and discussions organized in connection with the event.

There are many reasons why Dublin is a rewarding place to visit but in any light of these, good theatre would certainly occupy a prominent place.

Dublin, the capital city of Ireland, is a city steeped in history, tragic and glorious, with haunting memories of great patriots, statesmen scientist and scholars.

It is a city of spacious streets, fine buildings, and friendly people; a city which combines the beauty of more leisured centuries with modern progressiveness.

There is a wealth of interest for the visitor in Dublin's lovely Georgian buildings, its fashionable shopping centres, its wide range of entertainments and sporting facilities. Come to Ireland and see for yourself!

London, Theatre, 13 Days, \$100.

BOAC's two week London Super Show Tour gives you 13 nights in a good London hotel with private bath, Continental breakfast daily, five theatre tickets to a wide selection of shows, sightseeing, and discounts at night-clubs, restaurants, pubs and over 100 London shops and boutiques. There's lots more too—all for \$100.

Britain, Car, 13 Days, \$100.

BOAC's two week Bonanza Holiday Tour gives you your first night accommodations at a London Airport hotel, a self-drive car, or British Railway Pass or National Bus Company Pass—all with unlimited mileage privileges; and more—all for \$100. Also available for three weeks at \$150.

London, Paris, Copenhagen, 13 days, \$110.

BOAC's Multi-City Holidays give you five nights in London and four nights each in Paris/Copenhagen. The \$110 price includes lovely hotels all cities, Continental breakfast every day, parties galore, sightseeing and two theatre tickets in London. Two and three week Multi-City Holidays also available to Brussels, Amsterdam, Florence, Venice, Madrid and Rome.

London, Continent, Car, 13 days, \$130.

BOAC's two week Combination Holidays includes guest house accommodation in London for one week, round trip rail-ferry transportation to Belgium and a car for one week on the Continent of Europe with 500 kilometer of driving included. There are five different Combination Holidays to choose from.

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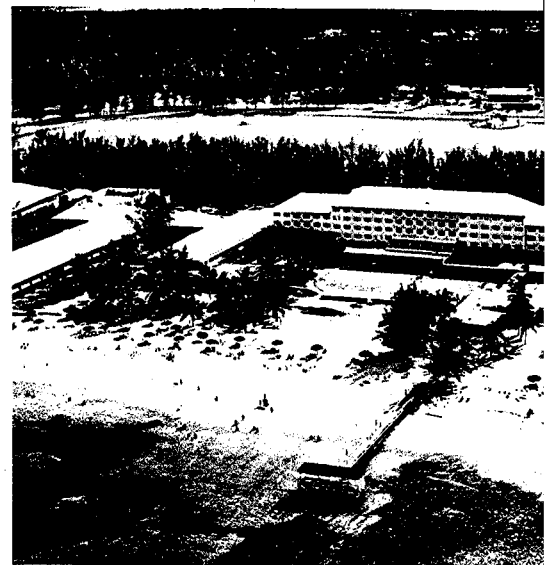
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During a fund raising campaign organized by QSP for Pratt & Whitney, JoAnne Blazawski makes the first sale to Von E. Conterno, Manager of the Pratt & Whitney Aircraft Club.

Employees Fund Raising Programs

By Donald V. Eart, President—QSP

a Subsidiary of Reader's Digest Assoc., Inc.

No one questions the value of recreation programs in industry today, both to attract highly desirable, skilled employees and to promote personal development and better understanding among the employees.

A 1955 study showed 30,000 companies provided some industrial recreation programs for employees. Today, more than twice that number of companies, in the United States alone, offer leisure time activities.

As a result of this growth, the working man in today's society may be expected to demand more fringe benefits in the form of employee services as time goes by. And, to a large extent, he is seeking leisure

activities that provide an escape from the pace of his working life, as indicated by the increasing popularity of camping and hiking.

But already congested national, state and local recreational facilities can no longer provide the space and solitude these activities demand. Since industry, with a growing sense of ecological problems, feels a basic responsibility to provide recreation for the community members, company-owned recreation facilities can provide employees and their families access to leisure opportunities they might otherwise be denied.

We use the term "Industrial Recreation". But, today, recreation is

only part of the package. In most companies, programs also seek to contribute to the employee's personal and social fulfillment. The recreation product and employee's services programs in large companies can be as comprehensive as those of many cities.

The expanding social consciousness of a company and its employees has led to more community involvement. Thus, if a company is to commit itself to helping with community problems, the company's industrial recreation program should be structured to reflect these company objectives.

So, on one side of the coin, an increasing ecological and social

consciousness necessitate expanding the recreation and employee services program; but, on the other, "tight money" may force substantial cuts in the budgets for these programs.

So the Employee Services Director is faced with a dilemma. He needs more funds beyond those secured from the normal channels, such as employee dues or funds from vending machines, which are, at any rate, being utilized to capacity. Most companies, following the old adage that self-help is the best help, stress financial support from employees to stimulate their participation and interest in determining the kinds of activities they want. So what's the answer? Does the administrator have to cut services and endanger these new objectives or can he find an answer that will enable him to continue services?

We at QSP know that fund raising programs can provide a positive solution. The success of these programs stems from the very problems that confront industry today. The problem of "assembly line boredom" has led industry to court the motivated or stimulated employee.

Fortunately, this industrial objective coincides with one major objective of many people now entering the work force...the desire to be motivated. This and the voluntary nature of recreation make it most effective as a means of motivating people and thus contributing to the employee's fulfillment.

Fund raising provides the employee motivation so valued by a company in its work force. In all fund raising programs, the idea is ultimately to benefit the employee by offering a "product"...whether recreation facilities or social activities...at a lower cost than otherwise available, or to benefit the community in which the employee lives and works by contributing to a social agency within the community.

It has been our experience at QSP that working for a goal in a fund raising project brings out a spirit of cooperation unequalled anywhere else. The financial benefits are also unequalled. This year QSP has helped groups raise

Continued on page 41

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Your Duty

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*By the Chicago Society of
Association Executives*

Physical presence at a meeting does not constitute real participation. The success or failure of a meeting most certainly does not rest on the chairman alone. Each person in a well-functioning group has responsibilities.

BEFORE THE MEETING

A conscientious participant will prepare as thoroughly as a leader. Once he knows he is to participate, he should do research on the topic, prepare outlines and background data, and even brush up on his conference techniques.

Ideally, each participant carefully thinks his way through the entire discussion outline or agenda — jotting down the points he will make, the data he will introduce, the questions he will raise, and the items not covered in the outlines that he will discuss.

In some discussions, it is useful for individual participants to meet in two's or three's to compare notes in advance. To the extent that such pre-planning supplants the actual discussion, however, it should be discouraged.

The conference participants may wish to meet with other individuals for more complete discussion of subjects on the prior evening.

The conscientious participant may include audio-visual presentations. He must realize, of course, that a free give-and-take time may not be sufficient.

JUST BEFORE THE MEETING

The effective participant arrives early. He allows plenty of time to meet and chat with the leader and other participants, to resolve any doubts he may have about the topic or format, and to make any special

arrangements for specially prepared material.

His objective is to become thoroughly cognizant of the leadership, topic, format (including agenda), special presentations, record-keeping. A group of participants which has thus prepared is "ready to roll" when the gavel raps the meeting to order.

DURING THE MEETING

The effective participant in any group activity believes faithfully that the sum is more than the total of its parts and works to keep the group "clicking".

The effective discussant will advance his points, defend them, present supporting data, invite the reactions of others, yield graciously to superior reasoning and superior evidence, query politely the ideas

Continued on page 43

FRANCE

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For further information, contact Ivan DAMYANOFF, Manager Employee Group Travel, at (212) 758-6300 or send in coupon below. **Better yet, see us at booth 47 at the NIRA convention.**

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news In brief

New lakes, streams law for Michigan

The Wildlife Management Institute reports a new law has been enacted in Michigan protecting the public's interest in inland lakes and streams.

Provisions of the "Inland Lakes and Streams Act" give the Department of Natural Resources authority to control dredging, filling, damming, and placement of structures in virtually all the inland waters of the state. All work requires a permit from DNR. Authorities say the law's intent is not to stop development, but to regulate it to avert destruction of resource values.

The Act specifies that before a permit can be issued, the Department must determine that the project will not affect the public trust or private riparian rights in the body of water, and will not damage fish, wildlife, esthetic, and similar values.

Michigan officials report that a key feature of the statute is that a lake or stream no longer must be "navigable" before it can be protected. This issue had thwarted past efforts to stop many damaging projects.

Outdoor Recreational report plans available

Ten federal work groups have explored specific areas of recreation, isolated problems with solutions, and made recommendations for inclusion in the nationwide plan.

Report titles indicate the scope of work undertaken by the work groups: Roles and Responsibilities of Public and Private Institutions; Urban Recreation; Rural Recreation; Resource Capacity and Recreation Use; Implementation

and Management Techniques; Recreation for the Disadvantaged; Private Sector Contribution; Recreation Facility Cost Estimation; Federal Recreation Management Criteria and organization.

Complete sets of these reports are available at state outdoor recreation liaison offices and the seven outdoor recreation regional offices.

Listing for Jogging trails

As an ongoing project of Frank Greenberg of Philadelphia, the National Jogging Assoc. is accumulating information on all attractive jogging trails throughout the world.

Your favorite trail can be listed by requesting a report form from the NJA, 1832 K St. N.W., Washington D.C. 20006.

World sea pollution attacked

A world-wide campaign against sea and shore pollution was launched in Panama in December 1972 following the decision of the Panamanian authorities to take up an initiative of the International Union of Official Travel Organizations and organizers of the "Message in the Sea" operation.

French and Panamanian naval units took part in the setting afloat of 100,000 capsules containing messages drawing attention to the dangers of sea pollution. The messages, which will be picked up on many shores, ask the finders to contact the organizers, stating the place and date of discovery and any trace of pollution in the area.

The International Union of Travel

Organizations (IUTO) to which 109 countries belong is a non-governmental technical body active in the every field of tourism.

Colorado opens highways for cyclists

In an unprecedented move, the Colorado State Highway Department announced that certain sections of interstate highways in the state would have stretches opened to bicycles, where no alternate adjacent route for bikes is available.

Such sections will be marked by yellow diamond-shaped signs showing a bicycle in black on a yellow reflectorized background. Underneath will be a three-foot square sign with the message "Next (number) Miles, Keep Far Right". The admonition applies to cyclists.

Future planned bicycle sections include Interstate 25 between Colorado Springs and Pueblo; Interstate 79 between Idaho Springs and Berthoud Pass turnoff.

Number of women bowlers multiplies

Membership in the Women's International Bowling Congress (WIBC) hit the three-million mark in January the earliest this magic number has been reached in the past three years.

As of January 31, the membership totaled 3,050,073, more than 3.5 percent ahead of the first six months of the 1971-72 season. Total membership last season was 3,184,711.

The American Junior Bowling Congress, co-sponsored by WIBC and ABC, also is showing a membership gain. It totaled 564,813 through January 31, a six percent ahead of last season when a record 679,833 members were enrolled. ■

Senator Stays Fit

Senator William Proxmire has been named the Honorary AAU national Physical Fitness Chairman at a ceremony held in his Washington office.

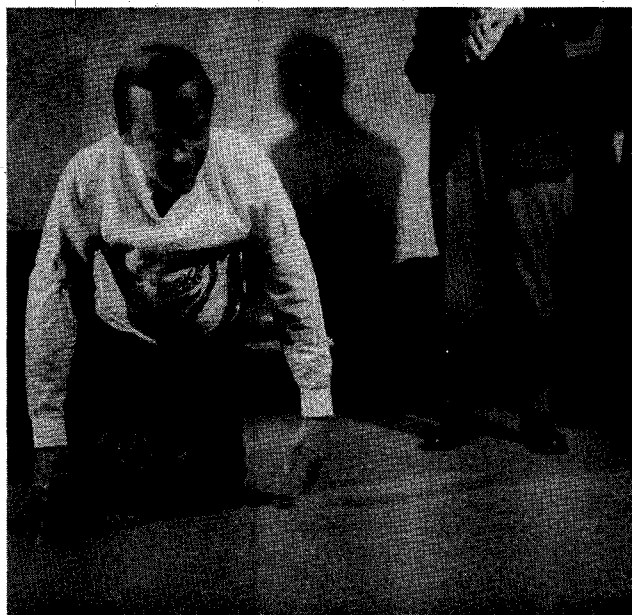
The announcement came from AAU President David Rivenes, who called Proxmire's appointment "a deserving honor that has been bestowed on one of our country's most avid physical fitness enthusiasts."

The senator aptly demonstrated his interest in physical fitness by doing 75 pushups in 59 seconds, more than twice the number an "in shape" 18 year old is expected to do in a two minute time limit in the AAU's physical fitness proficiency test.

In addition to Proxmire and Rivenes, also in attendance at the presentation ceremonies was Senator Mike Mansfield who lent "moral support" to Proxmire and acted as "official time keeper" during Proxmire's physical fitness demonstration.

Proxmire commented that he is "delighted to take part in the AAU program. This physical fitness program is one that I personally subscribe to and have for years. As many of you know, each morning I run, do 250 pushups and various isometric exercises, so hopefully I'll be considered a proficient spokesman for this excellent program."

The primary purpose of the AAU's Physical Fitness venture is to offer a planned schedule of exercises in which every one, young and old, can participate. Through their active participation, it is hoped that they will be given the incentive to master specially designed



Senator William Proxmire

proficiency tests, thereby gaining a willingness to maintain sound physical fit bodies, a desire to compete with themselves in future challenges, and an appreciation of the important role that sports and physical fitness play in American life.

One of the most important elements of the AAU Physical Fitness program is its ability to provide the test and award certificates to millions of participants annually at no cost.

The Chevrolet Motor Division provides the necessary financial support that makes this possible. Through their national sponsorship of the program, the AAU is able to continue to expand and improve its physical fitness ventures to include wider, more diverse groups of participants ranging from infants to senior citizens.

For further information concerning the AAU Physical Fitness program contact the AAU House, 3400 W. 86th Street, Indianapolis, Indiana 46268. □

Nebraska Plans Upgrading Fitness

The 1973 Nebraska legislature will be asked to create a state commission on physical fitness to help upgrade the fitness of all Nebraskans.

The commission would operate with a full time director and would replace the Governor's Council on Physical Fitness.

In May, the Governor's Council will be one of the sponsors of a Mid-western physical fitness clinic and conference to be held in Lincoln.

RECOGNITION AWARDS

Trophies — Plaques — Medals — Ribbons
Gifts — Specialties — Premiums

"If it's an award — We have it"

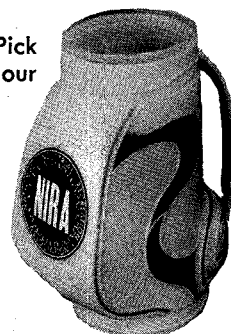
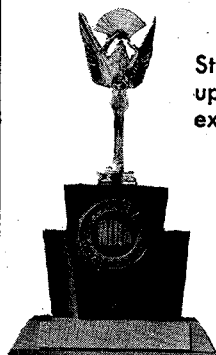
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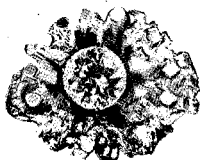
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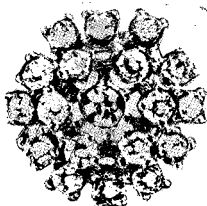
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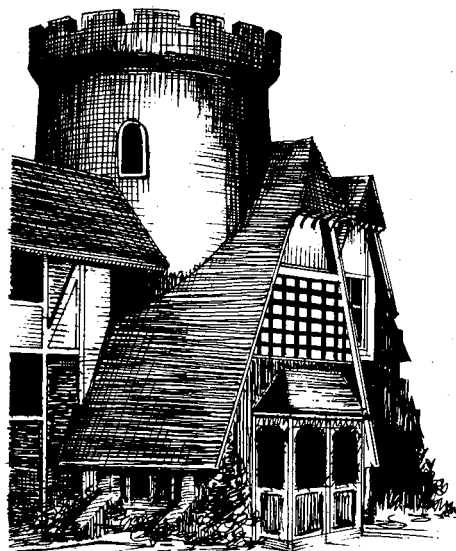
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33rd NIRA
Conference and Exhibit
to the
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in Atlanta
May 16-22, 1974.



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recreation management

THIS ISSUE:

Employee Fund Raising..... Employer of the Year..... Recreation Bibliography..... Conference Program

32nd NATIONAL NIRA CONFERENCE & EXHIBIT RECREATION'S ROLE IN CORPORATE SUCCESS INDIANAPOLIS, INDIANA - May 18 - 23, 1973

PROGRAM

Largest Selection of
Exhibits in NIRA
History

Greetings to NIRA's 32nd Conference and Exhibit



THE WHITE HOUSE
WASHINGTON

April 12, 1973

America's growing productivity has added considerably to the leisure time of its workers. But the value of these leisure hours is ultimately determined by how they are used. I am therefore extremely pleased to note that the business community is systematically sponsoring employee programs that offer opportunities, not just for relaxation and enjoyment, but for physical fitness and individual development.

I welcome this opportunity to greet the delegates at this Thirty-Second Conference of the National Industrial Recreation Association. I wholeheartedly commend your work and wish you a stimulating and highly productive session.

Richard Nixon

NIRA Past Presidents

1941-44 Dr. Floyd R. Eastwood, * Los Angeles State College
1944-46 Edward B. DeGroot, * Servel, Inc.
1946-47 James J. Walsh, * Chrysler Corporation
1947-48 R. C. Skillman, * Champion Papers, Inc.
1948-49 C. A. Benson, Eastman Kodak Company
1949-51 W. H. Edmund, Goodyear Tire & Rubber Company
1951-52 John R. Ernst, * National Cash Register Co.
1952-53 William T. Prichard, * General Motors Corporation
1953-54 A. H. Spinner, Armstrong Cork Company
1954-55 Ralph M. Isacksen, Seeburg Corp.
1955-56 Carl Klandrud, Allis-Chalmers Manufacturing Co.
1956-57 Ben Kozman, Thompson Ramo Wooldridge, Inc.
1957-58 Kenneth Klinger, Consolidated Vacuum Corp.
1958-59 Thomas G. Croft, General Dynamics/Fort Worth

1959-60 John H. Leslie, Minnesota Mining & Mfg. Co.
1960-61 Oskar Frowein, Republic Aviation Corp.
1961-62 Robert A. Turner, West Point Mfg. Co.
1962-63 Edward T. Mitchell, U.S. Steel Corp.
1963-64 Walter Dowswell, * Motorola, Inc.
1964-65 Frank Davis, Lockheed-California Co.
1965-66 Charles Bloedorn, Goodyear Tire & Rubber Co.
1966-67 Larry M. Deal, Sr., Inland Mfg. Co.
1967-68 Patrick W. Feely Jr., The Falk Corp.
1968-69 Kenneth L. Kellough, * North American Rockwell Corp.
1969-70 A. Murray Dick, Dominion Foundries & Steel, Ltd.
1970-71 Martha L. Danniell, Nationwide Insurance Co.
1971-72 C. James Moyer, Eastman Kodak Co.
1972-73 Gary D. McCormick, Salt River Project, PERA Club

*deceased

Conference Committee Chairmen



Ladies Chairman
Ruth Donaldson
Western Electric Co.



Sergeant At Arms
Norman Beplay
Indianapolis Power &
Light Co.



Facilities & Equipment
Chairman
Ron Rapp
Cummins Engine Co.



Conference Chairman
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Banquet Chairman
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Amateur Athletic Union



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tor
Michael A. Fryer



Program Co-chairman
Robert Eppley
Irwin Management Co.



Hospitality Chairman
F. Arthur Strong
Indianapolis Dept. of
Parks & Recreation



Program Co-chairman
Steve Waltz
Cummins Engine Co.



Exhibit Chairman
Tom Joyce
Detroit Diesel Allison
Div.



Entertainment Chair-
man
Robert J. Wansley
Eli Lilly & Co.



Registration Chairman
Miss Ellie Noe
Dow Chemical Co.



Transportation Chair-
man
Ed Mayhew
Bryant Air Conditioning
Co.



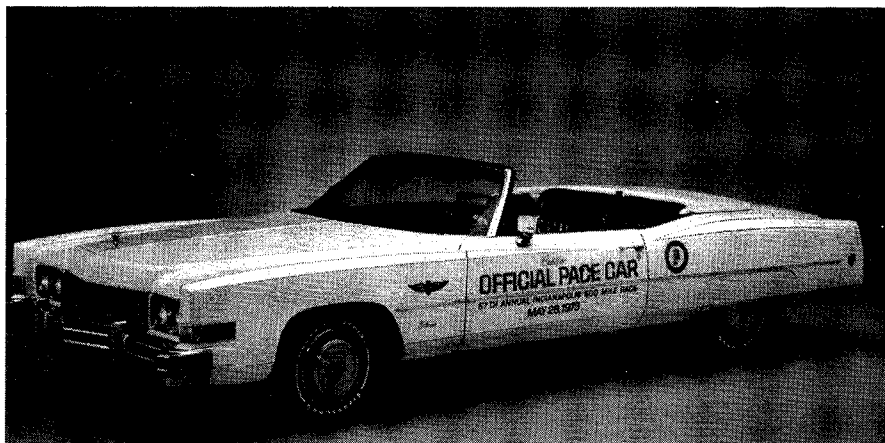
Welcoming Chairman
Andrew A. Zadany
Corning Glass Works



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Logan Steele
Indiana Bell Telephone
Co.



NIRA Assistant Execu-
tive Director
**Michael C. Lucken-
bach**



This 1973 Cadillac Eldorado Convertible has been selected as the official pace car for the 57th annual U Indianapolis 500-mile race May 28. It will be on display during the NIRA opening banquet. Accenting this popular white classic front-wheel-drive convertible is an interior of red leather and a white top. It is only the second time in the track's history that a front-wheel-drive car has been selected to pace the "500".



Gary D. McCormick
President
National Industrial
Recreation Association

President's Message

Employee Leisure Time Is Important to Corporate Growth

The day of the whistle and the sweatshirt company coach getting the guys together for a sandlot game on Saturday has long passed.

America is now in an era of multi-billion dollar leisure businesses; employees are spending their weekends in increasingly more complex hobbies and sophisticated pursuits of leisure; and industries are devoting more and more money to the support of their employee's off-work activities.

At one time, business could afford to ignore free-time activity by their employees. Increasingly, however, industry has found that helping their people to improve their leisure hours tends to make them more loyal, personally involved workers as they discover their company sincerely interested in them as individuals.

Many companies have launched recreational programs, large and small, and those companies which have not are beginning to see their employees lured away by the more impressive recreational benefits that the well-rounded company can offer. And predictions indicate it will become even more important to workers—already industry has watched personal leisure-time expenditures rise from \$19.5 billion in 1961 to over \$40 billion in 1971 for employees in the wide age group of 25 to 44.

In the face of these statistics and with the 32nd National NIRA Conference & Exhibition arrangements completed, many long-time delegates are already mentally packing their bags and ideas to share with all of us.

But some companies, many of them small with non-professional recreation leaders, are still asking themselves why should we send a representative to such a conference?

There are two answers to this question—you can't afford not to, and we can't afford not to have you.

Out of 50,000 privately-owned American companies, there are approximately 300 with what we could term professional full-time recreational directors. The remainder are men and women who have volunteered to spend part of their job time (and often off-work hours) to direct and coordinate the company's recreational activities. These people see the recreational situation in a different light. They encounter problems and recreational demands and solve them in different ways than the company with a large facility at their disposal.

Their problems and how they solve them, their ideas and the types of activities that they have dreamed up are many times a source of inspiration to the larger companies. The small company semi-professional recreational director has an intensely close association with the leisure needs of his employees, he is often closer to the immediate wishes and desires of his people than a larger company's professional administrator.

On the other hand, the larger company representative offers a broader perspective to the sharing of ideas. He has had experience in developing management

Continued on page 34

NIRA Employer of the Year

The third annual NIRA Employer of the Year award goes to Daniel J. Haughton, Chairman of the Board of Directors of Lockheed Aircraft Corporation.

Daniel Haughton is the man managing a corporation that believes in its employees. "A company is people" is one of his mottoes and is an ideal practiced throughout this corporation of approximately 90,000 employees.

In any corporation there is usually one individual who, due to his sensitivity for people and his interest not only in the employees' productivity but also in worthy use of leisure time, that takes the leadership in assisting the growth and development of recreation programs.

At Lockheed, this man has been Dan Haughton. All three major divisions of the corporation: Lockheed Missiles and Space Company at Sunnyvale, Calif.; Lockheed-Georgia Company at Marietta, Ga. and the Lockheed-California Company at Burbank, have major employee recreation programs.

Mr. Haughton came to Lockheed in 1937, working up through the company ranks to become president of the corporation in 1961 and chairman of the board in 1967.

Known for his dedication to hard work, Mr. Haughton also feels a deep responsibility for community betterment. Among the many positions of civic leadership where he serves are: the National Multiple Sclerosis Society Board Chairman and Board of Governors of the American Red Cross.

He holds an honorary Doctor of Law Degree from the University of Alabama and George Washington University. He was named Management Man of The Year in 1966 by the National Management Association; received the National Defense Transportation Association Award in 1965 and was named Executive of the Year in 1968 by the Sales Marketing Executives International.

Mr. Haughton knows the importance of organization and advocates constant awareness of modern



Daniel J. Haughton

techniques and programming.

He has written articles and spoken out for the cause of employee recreation on many occasions. He encourages Lockheed

Continued on page 34

NIRA President for 1973-74



Edward M. Bruno

Edward M. Bruno, supervisor of employee recreation at 3M Company's headquarters location in St. Paul, Minn. is the new president of the National Industrial Recreation Association for 1973-74.

President-elect of NIRA since the annual business meeting last June, Bruno, 40, will advance to the presidency during the 1973 annual meeting in Indianapolis.

Bruno has been with 3M since 1957 and on the staff of 3M's recreation department since 1967.

The 3M Club program supervised by Bruno for more than 14,000 employees and their families in the St. Paul area offers about 50 diverse recreational activities.

Site of much of the activity is the 483-acre Tartan Park recreation facility on the edge of St. Paul. The park has 80 full and part time employees of its own and its

facilities included an 18-hole golf course, four tennis courts, a ski hill with rope tow and chalet, four softballfields, two family picnic areas and a club house with food and beverage service.

Bruno's earlier interest had him involved in the camera club, summer picnics, golf leagues and as chairman of 3M's St. Paul Winter Carnival participation in 1961.

Before joining 3M, Bruno attended St. Thomas College in St. Paul, majoring in political science. He, his wife and their four children live in St. Paul where he is also active on the lay board of his church and on the board of directors of the International Institute of Minnesota.

The new president has attended eight national NIRA conferences and has served on the NIRA board for three years. ■



Stuart H. Clarke

S P E A K E R S



Richard J. O'Melia



Ben W. Borne



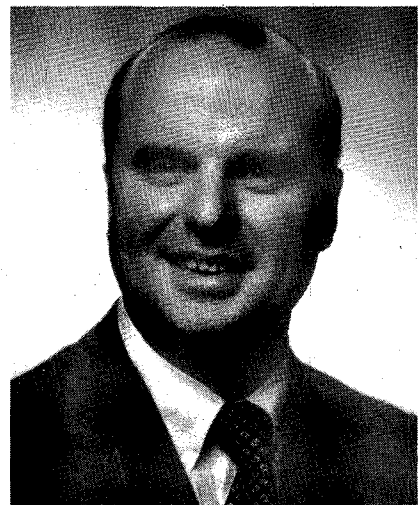
Robert Bauer



W. Boyd Owen



John H. Leslie



John R. Berthold



Donald E. Garretson

Conference Speakers

Stuart H. Clarke, Deputy Assistant Secretary for Administration and Management Department of Health, Education and Welfare will give the opening Conference address for the 32nd National NIRA Conference and Exhibit Friday evening.

Mr. Clarke has had extensive experience in the field of personnel administration during his 22 years of public service.

He began his federal career with the Department of the Army in 1951, and advanced to become Personnel Director for the Army Ballistic Missile Agency, Redstone Arsenal; Huntsville, Alabama.

John R. Berthold, Executive Vice President of Six Flags, Inc. will speak at the opening banquet.

Berthold has direct line responsibility for the entire Six Flags, Inc. which includes a network of theme amusement parks and attractions.

Saturday, Richard J. O'Melia will be discussing one of the most important topics facing recreations directors who book group travel today.

Mr. O'Melia, Director, Bureau of Enforcement, Civil Aeronautics Board will discuss recent CAB rulings permitting travel group charters to be sold over the counter.

He will discuss the advantages and disadvantages of charters and forecast their future as well as conduct a question and answer period.

Before coming to CAB, Mr. O'Melia had been general counsel and a member of the professional staff of the U.S. Senate Government Operations Committee. Earlier he had been assistant city attorney in Milwaukee, Wisc., where he had been engaged in the private practice of law.

W. Boyd Owen, Vice President, Owens-Illinois, Inc., will be speaking at the "Bat Boy Or Administrator" session on Monday.

Mr. Owen, a man who started out as a recreation director of his company, will discuss the corporation image for recreation personnel.

His rich background as plan manager, director of labor relations,

personnel director and corporation vice president will give provide understanding of the recreation role in corporate structure.

Also appearing on the Monday program will be two corporate vice presidents, Donald E. Garretson of 3M Company and Ben W. Borne of Motorola, Inc. Discussing the tangible and intangible benefits of recreation to a corporation's success, these gentlemen will give an understanding of the quantitative and qualitative values of industrial recreation.

Mr. Garretson, corporate vice president and treasurer of 3M Company received his A.B. degree from Washington & Lee University and M.B.A. from Harvard Graduate School of Business Administration.

Mr. Borne, vice president of Human Relations, Motorola, Inc., earned his law degree from Loyola University. He has an excellent record of problem solving in labor relations.



Featured Entertainers

Entertainment at the NIRA Conference is planned to help you top off the action packed daily sessions with delightful performing artists and the Jim Edison Orchestra playing for cocktails, dinner and dancing will add to your enjoyment.

Max Cooper, M.C., comedian and impressionist is known for his mimicry of personalities, such as, Bing Crosby, Frankie Laine, Ernie Ford and others. You will enjoy the fresh, clean, spontaneous humor, in his visual and vocal presentations.

Tom and Sherrie do a fast moving duo of things magical. They project their unique, perfected artistry with a flashy and rapid production of live, well trained doves to pantomime, done smoothly with a flourish of remarkable skill.

PROGRAM

FRIDAY MAY 18

8:00 a.m. (CC) "500" Ballroom
Exhibitors Start Set-Up
Exhibitors Register at Stouffer's

8:30-11:00 a.m. (S) East Hunt Room
Executive Committee Meeting
Gary D. McCormick, Presiding

11:00 a.m. (S) Ballroom
Delegate Registration Opens

12:00 Noon-1:00 p.m. (S) Rooms To Be Announced
Special Committee Meetings

1. CIRA/CIRL-Chairman: Martha Daniell, Nationwide Insurance Co.
2. Regional Management-Chairman: Mel Beyers, Owens-Illinois Inc.
3. Research Foundation-Chairman: William DeCarlo, Xerox Corp.

1:00-2:00 p.m. (S) Rooms To Be Announced
Special Committee Meetings

1. Recreation Management Magazine-Chairman; Arthur Conrad, Flick-Reedy Corp.
2. Elections & Nominations-Chairman: C. James Moyer, Eastman Kodak Co.
3. Legislative-Chairman: Mel Byers, Owens Illinois Inc.
4. Program Services & Tournaments-Chairman: Miles Carter, McLean Trucking Co.

2:00-5:00 p.m. (S) East Van Camp Room
Board of Directors Meeting
Co-Chairman: Steve Waltz, Cummins Engine Co.
Robert Eppley, Irwin Management Co.

4:30 p.m. (S) Ballroom
Session Chairman & Records Meeting
Co-Chairman: Steve Waltz, Cummins Engine Co.
Robert Eppley, Irwin Management Co.

7:00 p.m. (S) Ballroom
Official Conference Opening Banquet 32nd Annual
NIRA Conference & Exhibit "Six Flags-Entry Into
Adventure"

Co-Hosts: NIRA & Six Flags, Inc.
Master of Ceremonies: Robert Eppley, Irwin
Management Co.

Welcome: NIRA President Gary D. McCormick,
Salt River Project

Welcome: NIRA Executive Director, Michael A.
Fryer

Welcome: Conference Chairman, Edward V.

Meith, Eli Lilly & Co.

Welcome: U.S. Congressman, William G. Bray
(R-Ind.)

Invocation: Rev. James C. Hawkins, Jr., Church
of The Living God

Presentation: Miss Industrial Recreation for 1973-
74, by Paul W. Wood, U.S. Dept. of Agriculture

Opening Conference Address: Stuart H. Clarke,
Deputy Assistant Secretary U.S. Department
of Health, Education & Welfare

Guest Speaker: Richard Sauer, Director of Timing
& Scoring Indy "500"-Official Pace Car on
Display

Guest Speaker: John R. Berthold, Executive Vice-
President, Six Flags, Inc.

Entertainment: "The Miss Kitty Saloon Show"
Direct from Six Flags Over Mid-America
Showroom

Opening Banquet Chairman: Jerry Duhamell, AAU
Headquarters

SATURDAY MAY 19

8:00 a.m. (CC) Reception Area
Registration & Information Opens

8:15 a.m. (CC) "500" Reception Room
Exhibitors & Associate Members Meeting and
Breakfast

Chairman: David Shanker, Shanker Indus-
tries, Inc.

Recorder: Eileen Roddick-Roberts, New York
Convention & Visitors Bureau

8:15-9:15 a.m. (CC) Rooms 104-125
Regional Breakfasts and Business Meetings
Region I, Room 104

Chairman: Andrew Zadony, Corning Glass
Works

Region II, Room 123

Chairman: Fred Buchenroth, Dayton Power
& Light Co.

Region III, Room 124

Chairman: Edward Meith, Eli Lilly & Co.

Region IV, Room 105

Chairman: Fritz J. Merrell, Olin Corp.

Region V, Room 106

Chairman: Michael Malone, Northern Nat-
ural Gas Co.

Region VI, Room 125

Chairman: Jack Frain, McDonnell-Douglas
Corp.

Region VII, Room 108

Chairman: Charles Placek Jr., Motorola,
Inc.

Region VIII, Room 125
Chairman: George Grigor, Kodak Canada,
Ltd.

Region IX, Room 126
Acting Chairman: Hubert McGee, Martin
Marietta Alumina Co.

All Regional Breakfasts Chairman: Robert
Benn, Grumman Aerospace, Corp.

9:30 a.m. (CC) "500" Ballroom
Grand Opening of Exhibits
Chairman: Thomas Joyce, Detroit Diesel
Allison Div., GMC
Floor Chairman: Michael Malone, Northern
Natural Gas Co.

12:00 Noon-1:45 p.m. (CC) Rooms 123-125
Management Luncheon
NIRA Honors "Employer of the Year" Daniel
J. Haughton, Chairman of the Board
Lockheed Aircraft Corp.

Host: NIRA
Master of Ceremonies: Arthur L. Conrad,
Flick-Reedy Corp.

Special Report: On the International Rec-
reation Association World Meeting by A.
Murray Dick, Dominion Foundries and
Steel Ltd.

Presentation of Award: Gary D. McCormick,
Salt River Project, NIRA President

Keynote Speaker: Daniel J. Haughton,
Lockheed Aircraft Corp.

Entertainment: Chorus, Eli Lilly & Co.

Chairman: Marjorie Keane, Continental
Illinois National Bank
Recorder: Ray Sims, C.E.R.A. Cummins
Engine Co.

2:00-2:50 p.m. Concurrent Sessions
A. "Cardiovascular Stress (CC) Room 104
Testing-Its Use In Evaluating A Physical
Fitness Program"

Speaker: Dr. Donald Koerner, Managing
Physician/Health Services, Xerox Corp.

Chairman: Michael Malone, Northern Natu-
ral Gas Company

Recorder: Steven Polaski, Sunstrand Corp.

B. "Selling the Concept (CC) Room 105
Of Company Owned Recreation Facilities".

Panel: Robert Bauer, Activities Advisor
Armco Steel Corp.; Jerry Gardner, Recrea-
tion Director Wright-Patterson Air Force
Base; Fred Neer, Director Industrial Rela-
tions, Fiber Industries

Chairman: Richard Wilsman, S. C. Johnson
and Sons, Inc.

Recorder: Roy McClure, Lockheed Georgia
Company

3:00-3:50 p.m. Concurrent Sessions
(CC) Room 106

A. "How Will The New CAB
Rules on 'Travel Group Charters' Affect
Employee Group Travel?"

Speaker: Richard J. O'Melia, Director,
Bureau of Enforcement Civil Aeronautics
Board

Chairman: Fred Khouri Jr., Eastern Air-
lines, Inc.

Recorder: Dale Kiker, Armco Steel Corp.

B. "No Cost Programming (CC) Room 107
During The Tight Money Squeeze"

Panel: (Discount Purchasing) Albert
Porter, Recreation Director,
Raytheon Co.

(Discount Tickets) Len Rhoads,
Recreation Director, Olin Corp.

(Fund Raising) Von E. Conterno,
Recreation Director, Pratt & Whit-
ney Aircraft Corp.

(Travel Programs) Jack Frain,
Recreation Director, McDonnell-
Douglas Corp.

Chairman: Martha Byers, Owens-Illinois
Inc.

Recorder: Bill Sipe, Eli Lilly & Co.

5:00-8:00 p.m. (CC) "500 Ballroom

Exhibit Hall Opens

Chairman: Thomas Joyce, Detroit Diesel Alli-
son Div. GMC

Floor Chairman: Michael Malone, Northern
Natural Gas Co.

Refreshments to be served.

Entertainment: Gordon Pipers Group

SUNDAY MAY 20

8:00 a.m. (S) Ballroom Lobby
Registration & Information Opens

8:30-10:50 a.m. (S) Ballroom
Continental Breakfast-Annual Business Meeting and Elections (Gallery seating available)

Presiding: Gary D. McCormick, NIRA
President, Salt River Project.

Supervisor of Elections: C. James Moyer,
Eastman Kodak Co.

Parliamentarian: John H. Leslie, 3M Co.

Chairman: Michael C. Luckenbach, NIRA
Staff

Recorder: Carol Reeves, NIRA Staff

11:00 a.m. (S) Main Lobby

"Indy 500" Time Trials
The greatest spectacle in racing

Co-Hosts: NIRA and Bryant Air Conditioning Co.

- Itinerary: 1. Busses depart Stouffer's
2. Conducted tour of "500" Hall of Fame
3. Conducted tour of "500" Museum
4. Conducted tour of "500" Gasoline Alley
5. Busses depart from track to Stouffer's at 3:00 p.m.
4:30 p.m.
6:00 p.m.

Chairman: Ed Mayhew and Staff, Bryant Air Conditioning Co., Sponsors of "Bryant Heating and Cooling Special" race car

2:00 p.m. (S) Van Camp Room
"Religious Education in Recreation"
(Workshop)

Speaker: The Rev. Canon Kenneth E. Nelson, Director Episcopal Diocese of Indianapolis

Chairman: Mel C. Byers, Owens-Illinois, Inc.

Recorder: George Mullen, Frigidaire Division, GMC

5:00-10:00 p.m. (CC) "500" Ballroom
Exhibit Hall Open & Fish Fry Party

Co-Hosts: NIRA-Fun Fare Inc.-Carling Brewing Co.

Chairman: Tom Joyce, Detroit Diesel Allison Div. GMC

Floor Chairman: Michael Malone, Northern Natural Gas Co.

Entertainment: Indy Strummers
(4:45-5:30 p.m. and 9:30-10:00 p.m.)

MONDAY MAY 21

8:00 a.m. (CC) Reception Area
Registration & Information Opens

8:15-10:00 a.m. (CC) Rooms 123-125
"Hearty Irish Breakfast"

Co-Hosts: NIRA-Irish Tourist Board-Aer Lingus-Irish Airlines

Speakers: Maurice Dunne, Irish Tourist Board
Patrick J. Walsh, Aer Lingus-Irish Airlines

Chairman: Lillian Lockenvitz, State Farm Insurance Co.

Master of Ceremonies: Albert Porter, Raytheon Co.

Recorder: Dick Hendrickson, CERA Cummins Engine Co.

10:15-11:45 a.m. (CC) Room 104

General Session

"Bat Boy or Administrator"

Speaker: W. Boyd Owen, Vice-President Owens-Illinois, Inc.

Chairman: Gary D. McCormick, Salt River Project

Recorder: John Kleber, Eli Lilly & Co.

Discussion Room Assignments:

Blue Team: Room 104
Red Team: Room 105
Black Team: Room 106
Green Team: Room 107
Orange Team: Room 108
Yellow Team: Room 219
Brown Team: Room 224
Purple Team: Room 225

12:00 Noon-2:00 p.m. (CC) Rooms 123-125

"NIRA Awards Luncheon"

Co-Hosts: NIRA and Eli Lilly & Co.
Awards: United Savings-Helms Athletic Foundation Awards

National Rifle Association Awards
 NIRA Certificate of Excellence Awards
 NIRA Promotional Materials Contest Awards
 NIRA National Championship Bridge Awards
 NIRA National Championship Bowling Awards
 NIRA National Championship Golf Awards
 NIRA National Championship Photo Awards
 NIRA National Championship Fishing Awards
 Special Presidential Award
 Master of Ceremonies: Ken Wattenberger,
 Lockheed Aircraft Corp.

Chairman: C. James Moyer, Eastman Kodak Co.

Recorder: Gregory Demko, Scovill Manufacturing Co.

2:30-4:00 p.m. General Session (CC) Rooms 104-106

"The Corporations's Return On Investment"

Speakers: Ben W. Borne, Vice-President Human Relations, Motorola Inc.

Donald E. Garretson, Vice-President and Treasurer, 3M Company

Chairman: Arthur Conrad, Flick-Reedy Corp.

Recorder: Howard Bunch, First National Bank of Denver

4:15-5:00 p.m. General Session (CC) Rooms 104-106

"The Humanization of Work"

Speaker: Dr. Donald King, Prof. of Administrative Sciences and Psychology
 Krannert School of Industrial Administration
 Purdue University

Chairman: Gloria Boyles, Union Carbide Company.

Recorder: Jack Frain, McDonnell-Douglas Corporation

5:00-6:00 p.m. (CC) Rooms 107-108

1973-74 New Board of Directors Meeting
 Edward M. Bruno Presiding

7:00-10:00 p.m. (CC) "500" Ballroom

"Grand Finale of Exhibits" and Hospitality Party

Co-Hosts: NIRA and 1973 Exhibitors

Master of Ceremonies: Charles Kaufman, Hanley Miller Public Relations Company

Chairman: Tom Joyce, Detroit Diesel Allison Div. GMC

Floor Chairman: Michael Malone, Northern Natural Gas Co.

Entertainment: Joe Frazier Dixieland Band
 (6:30-7:15 p.m. and 9:30-10:00 p.m.)

Merchandise Drawing Jamboree begins at 9:30 p.m.

Approx. 10:30 p.m. (CC) "500" Ballroom

Exhibitors begin dismantling booths
 (To be completed by noon Tuesday)

TUESDAY MAY 22

8:00 a.m. (CC) Reception Area

Registration and Information Opens

8:30-9:45 a.m. (CC) Rooms 123-125

"Breakfast In Honor of (CIRA) Certified Industrial Recreation Administrators"

Co-Hosts: NIRA CIRA Committee and Sheraton-Kingston W.I. Hotel

Speaker: Martha Daniell, Chairman CIRA Committee, Nationwide Insurance Co.

Chairman: Mike Brecka, CIRA. (Retired)

Recorder: Robert Tudor, Bryant Air Conditioning Co.

10:00-10:45 a.m.

Concurrent Sessions

A. "Associate Members and Exhibitors Meeting and Conference Critique" (CC) Room 104

Chairman: David Shanker, Shanker Industries Inc.

Recorder: Eileen Roddick-Roberts, New York Convention and Visitors Bureau

B. "Offering A Recreation Loan Service" (CC) Room 105

Speaker: Joseph Dugger, Director of Recreation and Special Services, Naval Air Station, Millington Tenn.

Chairman: Ned "Doc" Medley, Naval Training Center, Orlando, Fla.

Recorder: Jeff Nicoson, Eli Lilly & Co.

C. "Volunteers Or Recreation Staff Employees?"
(CC) Room 106

Panel: Charles Bloedorn, Recreation Director, Goodyear Tire & Rubber Co.; Patrick Feely, Manager, Wage Administration, Falk Corp.; John Leslie, Manager Industrial Recreation Dept., 3M Co.

Chairman: Martha Daniell, Nationwide Insurance Co.

Recorder Daniel Zieverink, General Electric Co.

11:00-11:45 a.m.

Concurrent Sessions

A. "Will Occupational Safety and Health Administration (OSHA) Laws Affect Recreation Operations?"
(CC) Room 107

Speaker: Geoffrey Segar, Attorney-at-Law Ice Miller Donadio & Ryan Law Firm, Indianapolis, Ind.

Chairman: George Gigor, Canadian Kodak Ltd.

Recorder: Robert White, CERA Cummins Engine Co.

B. "Equitable Budgeting: Who Gets How Much?"
(CC) Room 108

Speakers: Fritz Merrell, Recreation Director, Olin Corporation

Richard Wilsman, Recreation Director S. C. Johnson & Son Inc.

Chairman: Kenneth Williams, R.R. Donnelley & Sons, Inc.

Recorder: Carl Berry, Solar Corporation Div. of International Harvester

12:00 Noon-5:30 p.m. (CC) Main Lobby

Tour of Cummins Engine Company Recreation Park and Facilities, Columbus, Indiana

Co-Hosts: NIRA and Cummins Engine Co.

- Itinerary:
1. Busses depart (CC) 12:00 Noon
 2. Cookout Lunch at Cummins C.E.R.A. Land
 3. Tour of Facilities
 4. Reconvene Board of Directors with Associate Member/Exhibitors Representatives

Chairman: Steve Waltz, Cummins Engine Co.

Transportation Chairman: Edward Mayhew, Bryant Air Conditioning Co.

7:30 p.m.

(S) Ballroom

President's Dinner Dance
Conference Closing Banquet and Ceremonies
32nd Annual NIRA Conference & Exhibit

Master of Ceremonies: Von E. Conterno, Pratt & Whitney Aircraft Co.

Special Guests: Sam Posey, USAC 1972 "Rookie of the Year" Driver, Representing Norris Industries Racing Team

Gary D. McCormick, NIRA President 1972-73
Salt River Project

Edward M. Bruno, NIRA President 1973-74
3M Company

Invocation: Dr. W. Dean Mason, Kennedy Memorial Christian Home, Martinsville, Ind.

Entertainment Master of Ceremonies: John Meyer, Motorola, Inc.

Chairman: Hubert (Jim) McGee, Jr., St. Croix V.I. Martin Marietta Alumina Co.

Recorder: Ronald Hurst, Control Data Corp.

Entertainment:

Tom and Sherrie—World performers of fast moving magic and entertainment. They played Harrah's, Playboy Clubs, the Tropicana, The Riviera and on the Mike Douglas Show.

Max Cooper—Comedian and impressionist who mimics such personalities as Bing Crosby, Frankie Laine, Ernie Ford and others.

Jim Edison Orchestra—One of the best orchestras in the Mid-West, has played for Andy Williams, Henry Mancini and Disney on Parade.

Prepare for departure to the Sun, Sand and Sea of West Indies' most desirable pleasure spot, Jamaica—Site of this year's Post-Conference Tour.

WOMEN'S PROGRAM

FRIDAY MAY 18

11:00 a.m. (S) Ballroom

Women's Program Registration Opens

7:00 p.m. (S) Ballroom

Official Conference Opening Banquet
32nd Annual NIRA Conference & Exhibit
(same program as delegates)

SATURDAY MAY 19

8:00 a.m. (CC) Reception Area
Registration & Information Opens

8:30 a.m. (CC) Room 224
"Get Acquainted Breakfast"

9:30 a.m. (CC) Room 225

"Anyone Can Grow Orchids"

Speaker: Ruth Whitehead, Western Electric Co., plus an officer from the Orchid Growers Association of America

Mistress of Ceremonies: Darline Lawson, Western Electric Co.

11:15 a.m. (CC) Main Lobby

Special Luncheon and Shopping

Bus Departs for the "Green Apple With The Worm," Restaurant in Zionsville, Ind.

5:00-8:00 p.m. (CC) "500" Ballroom

Exhibit Hall Opens
(same program as delegates)

SUNDAY MAY 20

8:00 a.m. (S) Ballroom Lobby

Registration and Information Opens

8:30 a.m. (S) Ballroom

Continental Breakfast-Annual Business Meeting and Elections, Gallery Seats available (same program as delegates)

11:00 a.m. (S) Main Lobby

"INDY 500 Time Trials"
The greatest spectacle in racing
(same program as delegates)

2:00 p.m.

(S) Van Camp Room

"Religious Education in Recreation (Work shop) (same program as delegates)

5:00-10:00 p.m. (CC) "500" Ballroom
Exhibit Hall Opens & Fish Fry Party
(same program as delegates)

MONDAY MAY 21

8:00 a.m. (CC) Reception Area

Registration and Information Opens

8:15-10:00 a.m. (CC) Rooms 123-125

"Hearty Irish Breakfast"
(same program as delegates)

10:15-11:45 a.m. (CC) Room 202

"Whats With This Women's Lib?"

Speaker: Dr. Francis D. Rhome, Indiana Commissioner On The Status of Women and Associate Professor, Indiana-Purdue University

Mistress of Ceremonies: Mary Anne Butters, Chairman, Mayor's Task Force on Women (Indianapolis)

12:00 Noon-2:00 p.m. (CC) Rooms 123-125

"NIRA Awards Luncheon"
(same program as delegates)

2:30-4:00 p.m. (CC) Room 202

"Creativity In Fashion And Art"

Speakers: Jane Luckenbach Artist, works with oils, pen & ink, woodcuts. Subject matter ranges from portraits, still life, outdoor scenes to the French Quarter of New Orleans where her woodcuts hang in the Jazz Museum.

Teresa Von Zitter, Fashion Designer, designs purchased by Mrs. Richard M. Nixon, Saks Fifth Avenue, Garfinkels, Bobbi Brooks, Macy's, Simplicity and others.

Mistress of Ceremonies: Jane Rogers, Western Electric Co.

7:00-10:00 p.m. (CC) "500" Ballroom

"Grand Finale of Exhibits"
(same program as delegates)

8:00 a.m. (CC) Reception Area

Registration and Information Opens

8:30-9:45 a.m. (Marott Hotel) University Room

"A Very Secret Breakfast"

Speaker: Ruby M. Allen, Certified Master Graphanalyst, "Your Handwriting Unraveled."

Mistress of Ceremonies: Jeannie Clyngen-peel, Western Electric Co.

10:00-11:00 a.m. (Marott Hotel) University Room

"Are You As Beautiful As You Can Be?"

Speaker & Demonstration: Helen Cline, Director, Vivian Woodward Cosmetics Corp., Division of General Foods

12:00 Noon-5:30 p.m. (CC) Main Lobby

Tour of Cummins Engine Company Recreation Park and Facilities, Columbus, Ind. (same program as delegates)

7:30- p.m. (S) Ballroom

President's Dinner Dance
Conference Closing Banquet and Ceremonies
32nd Annual NIRA Conference & Exhibit
(same program as delegates)

Prepare for departure to the Sun, Sand and Sea of West Indies' most desirable pleasure spot, Jamaica—Site of this year's Post-Conference Tour.

Continued from page 24

attitude on the importance of recreation, he has more time to study and research the newest programs, he has contacts and ideas that can open doors that the smaller company may have thought permanently closed.

Above our own sharing of ideas and talking over problems, is the fine program that has been drawn up for this year's conference. This year, we will hear management's view of recreation from Daniel J. Houghton, Chairman of the Board of Lockheed Aircraft Corp. Cardiovascular health will be discussed, as well as the new CAB rulings on travel group charters, how to cut costs during the tight money squeeze and the humanization of work. In addition, we will have a chance to understand in depth what OSHA (Occupational Safety Health Act) means to recreational programs.

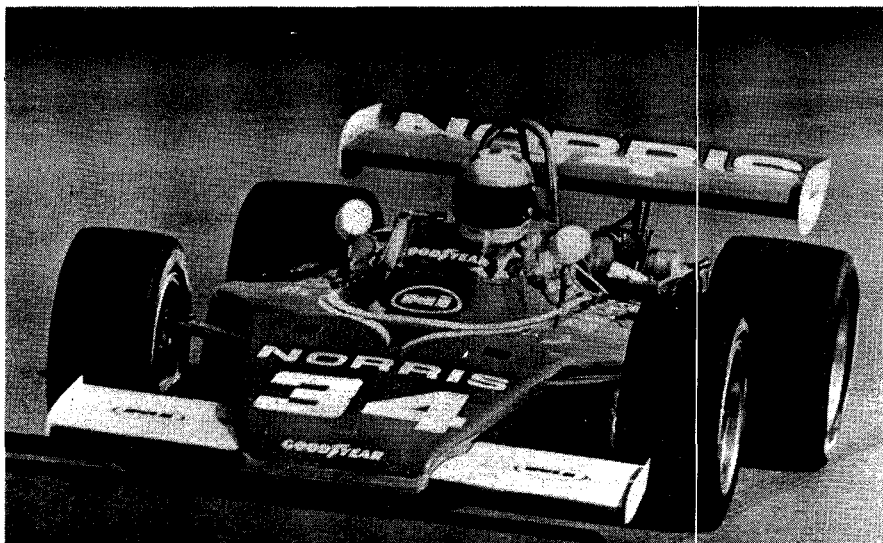
Leisure time is increasing and the employees are going to do something even if the employer does not give it to them. For the small investment of giving workers aid in fulfilling their interests, the company can establish a direct relationship of personal involvement which in turn generates a personal interest in the company by the employee. Come to the conference and share with us the best ways of accomplishing our goals.

Continued from page 25

Recreation Directors to participate in local recreation associations as well as NIRA.

Mr. Haughton was recently honored by Lockheed employees at a "A Dan Haughton Day". It was a spontaneous promotion by the employees to pay tribute to an outstanding man and a great "boss."

Mr. Haughton's resourceful and dedicated management has produced a loyal and dependable work force. He truly exemplifies the thinking that, "A company is people."



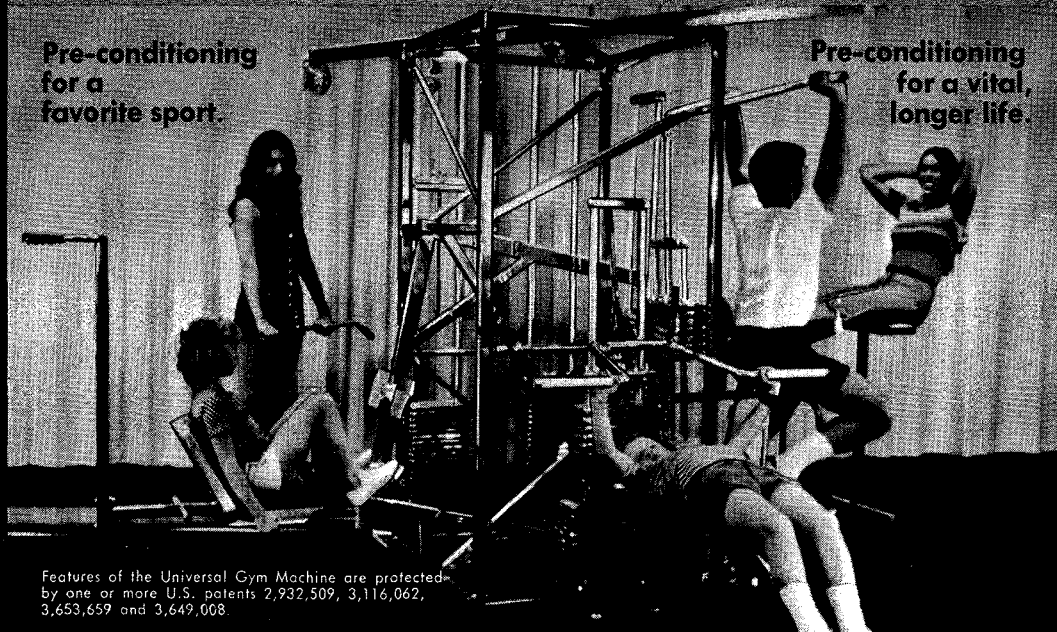
The Red and White Dan Gurney designed Norris Eagle racing car will be on display at the NIRA conference center on Saturday.

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Sponsors

Hosting

Conference

Events

SIX FLAGS, INC. is sponsoring the opening banquet on Friday.

Six Flags, Inc. consists of three Six Flags theme parks. Each of these giant family entertainment centers combine the history of surrounding the foreign, national and state flags as well as an abundant array of imaginative rides, shows and attractions.

Six Flags Over Texas, located in Arlington was the first to open back in 1961. Six Flags Over Georgia in Atlanta followed in 1967, and the newest member of the family, Six Flags Over Mid-America, opened in June of 1971.

A one-ticket price policy was pioneered by Six Flags more than a decade ago. This means that a single ticket purchased at the main gate of any Six Flags park entitles the visitor to ride all rides and see all attractions and shows as often as desired at no additional cost during the entire operating day. Ticket prices average \$6. for adults and \$5 for children under 12 years of age. Each park averages 85 to 95 rides, shows and attractions and the average stay per guest is over eight hours.

Each park has a historical theme concept and averages 150 to 200 acres in size. They are distinctively different in style of architecture, settings for rides and attractions, and in layout.

Six Flags Parks provide exceptional opportunities for company outings for both large and small groups.

THE SHERATON-KINGSTON HOTEL in Kingston, Jamaica is sponsoring the Tuesday morning breakfast.

located in beautiful New Kingston, a business, residential and resort area of Jamaica. The hotel's 18 story tower is a distinctive new landmark on the Caribbean skyline.

High atop the hotel tower, the tallest building in the West Indies, is the Gaslite Roof where the view of the harbor and Blue Mountains is breathtaking.

Adjoining the Gaslite Roof are private rooms available for parties of up to 100 guests.

All of the 400 air-conditioned guest rooms have their own private balconies.

Two hundred of the guest rooms are in a garden-like setting near the swimming pool and terraced patio. The furnishings have been designed by Jamaican craftsmen after the early day plantation "Great Houses."

The terraced tropical patio surrounding the king-size pool is the center of daytime activity. In the evening it becomes the scene of cocktail parties, outdoor dancing and entertainment.

Dining in the Old World atmosphere of the Spanish Main" is heightened by colorful wall murals and rich panelling.

After dinner the Jonkanoo Lounge offers music, dancing and native floor shows.

As many as 750 people can be accommodated in the Sheraton-Kingston meeting rooms.

FUN FARE, INC. is sponsoring the exhibit hall party on Sunday evening.

Fun Fare Inc. has developed a new concept in creative catering, called "A total one stop function planning service."

Initially, Fun Fare develops a complete profile of the upcoming event ascertaining such relevant data as type of occasion, composition of guest list, transportation and entertainment needs, budget, etc.

Then the function planner assists in selecting a theme, menu, facilities and when necessary, transportation.

Fun Fare has designed a variety of party ideas and theme packages that coordinate decorations, menus, and activities, such as Mardi Gras, Roaring Twenties, Zodiac Night, Whole Earth Feast, Fondue Fair etc. to effect a totally enjoyable atmosphere.

Menus are tailored to particular needs from cocktail party hors d'oeuvres, to unusual Wild Boar Roast, a Down East Clambake, any favorite dishes, all complete from complementary table setting to floral arrangements.

Fun Fare also maintains and updates an extensive portfolio or researched settings that include hotel ballrooms, country clubs, seashore resorts, yacht clubs, secluded picnic groves, cruise ships, and country farms.

Continued on page 38

Sponsors

Continued from page 37

BRYANT AIR CONDITIONING COMPANY is sponsoring the bus trip and admission tickets to the Indy "500" final day time trials, plus a conducted tour of the Indy "500" Hall of Fame, the "500" Museum and Gasoline Alley.

Bryant Air Conditioning Company, a division of Carrier Corporation, is one of the leading producers of heating and cooling equipment for the residential and commercial market.

The company employs 2,500 people and its product line includes gas furnaces, electric furnaces, oil furnaces, electric air conditioners, gas air conditioners, gas boilers, oil boilers, unit and duct heaters, humidifiers, electronic air cleaners, combination all-weather heating and cooling equipment and associated instrumentation and automatic controls.

The company was formed in 1904 in Cleveland, Ohio. In 1955, it moved its national headquarters to

Indianapolis, Indiana, after it became an operating division of Carrier Corporation.

The company markets its products through 56 wholesale offices, 15 of which are factory-owned, located in metropolitan centers throughout the United States.

1973 marks the 15th year that the company has sponsored a Bryant Heating and Cooling Special championship race car at the famed Indy "500".

The new car is owned by designer-builder Rolla Vollstedt, of Portland, Oregon, and will be piloted by Tom Bigelow, of Whitewater, Wisc. Bigelow won 11 of the 57 USAC races in which he participated in 1972.

THE IRISH TOURIST BOARD AND AER LINGUS-IRISH are sponsoring the Monday morning breakfast.

The Irish Tourist Board (Bord Failte) is the official body designated by the Irish government for the promotion of tourism to Ireland.

As a national tourist board it has the responsibility to protect Irish heritage and relate tourism planning

to national planning.

The visitor from abroad widens his horizons by visiting Ireland, and he also makes an impact on the people he meets there. Tourists must have an awareness that Ireland is a country of charm and interest and a country whose people have character and distinctiveness—a distinctiveness embodying an interest in and a concern for others—two factors which have a tendency to diminish under the pressures of over-sophisticated tourism.

Aer Lingus-Irish has won the title of "The Friendly Airline," offering more flights to Ireland than all other airlines combined as well as, flights to 27 cities in Europe.

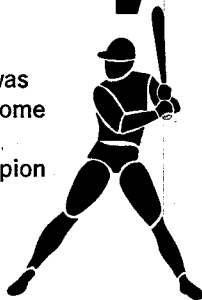
More and more North Americans are flying Aer Lingus-Irish. Not only do they operate the only direct transatlantic service to Dublin, but they also serve more destinations in Britain than any other transatlantic airline. In addition, they serve Paris, Rome and most other major destinations in Europe. It is the only service between Lourdes and Rome.

Also, Aer Lingus-Irish is the only

A company team should look like a company team. Does yours?



If your company team looks as if it was picked off a sand lot you are missing some of the most important benefits of a company recreation program. A Champion team uniform will help foster pride, increase enthusiasm, enhance the company image. That goes for spectators as well as participants.



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transatlantic flight stopping at Shannon Duty Free Airport which is the hoppers' paradise of Europe.

THE CUMMINS ENGINE COMPANY is hosting a luncheon on Tuesday during the conference and a visit to the company.

The Cummins Engine Company, headquartered in Columbus, Indiana, was founded in 1919 and has 16,500 employees worldwide. The company's primary business is diesel engines and related parts. In 1972, this business was 87 percent of the company's total sales. Automotive and truck cab air conditioners, recreational vehicle appliances, fuel and air filters, crankshafts, other engine components, computer software services for fleets, and snow skis make up the remainder.

Every major U.S. truck manufacturer offers Cummins engines as standard or optional equipment.

Engines are sold directly to equipment manufacturers for installation in their products and through 3,153 U.S. and international distribution locations.

Cummins feels that the nationwide concern with pollution is proper and overdue. Cummins engines easily met the 1973 California gaseous emissions standards. The real test for the industry will be the 1975/76 levels.

Cummins approach to meeting these levels has reached a high degree of development with the aim of achieving full satisfaction of today's and future environmental requirements at little increased costs and no increased complexity; greater reliability and durability and improved fuel economy.

THE ELI LILLY AND COMPANY, is sponsoring the Awards Luncheon on Tuesday.

Eli Lilly Company is a manufacturer of pharmaceuticals, agricultural and industrial products, and cosmetics.

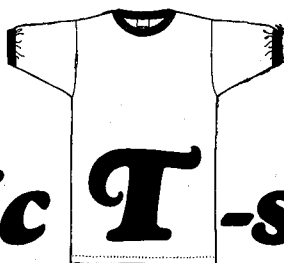
The company, founded in Indianapolis, Indiana, in 1876, by Colonel Eli Lilly, is one of the oldest producers of prescription medicines in the United States. Company employees number approximately 23,300 with more than one fourth working in countries outside the United States.

From the beginning the company's fundamental objective has been the discovery, manufacture, and distribution of safe and effective medicines.

Nearly 75 years of research experience provided the basis for the decision of Eli Lilly and Company to diversify into products for agriculture.

The search for agents that protect or improve plant and animal health, and thus increase production of food and fiber, is a logical extension of the efforts of pharmaceutical and biological research to enable man to make a better life for himself.

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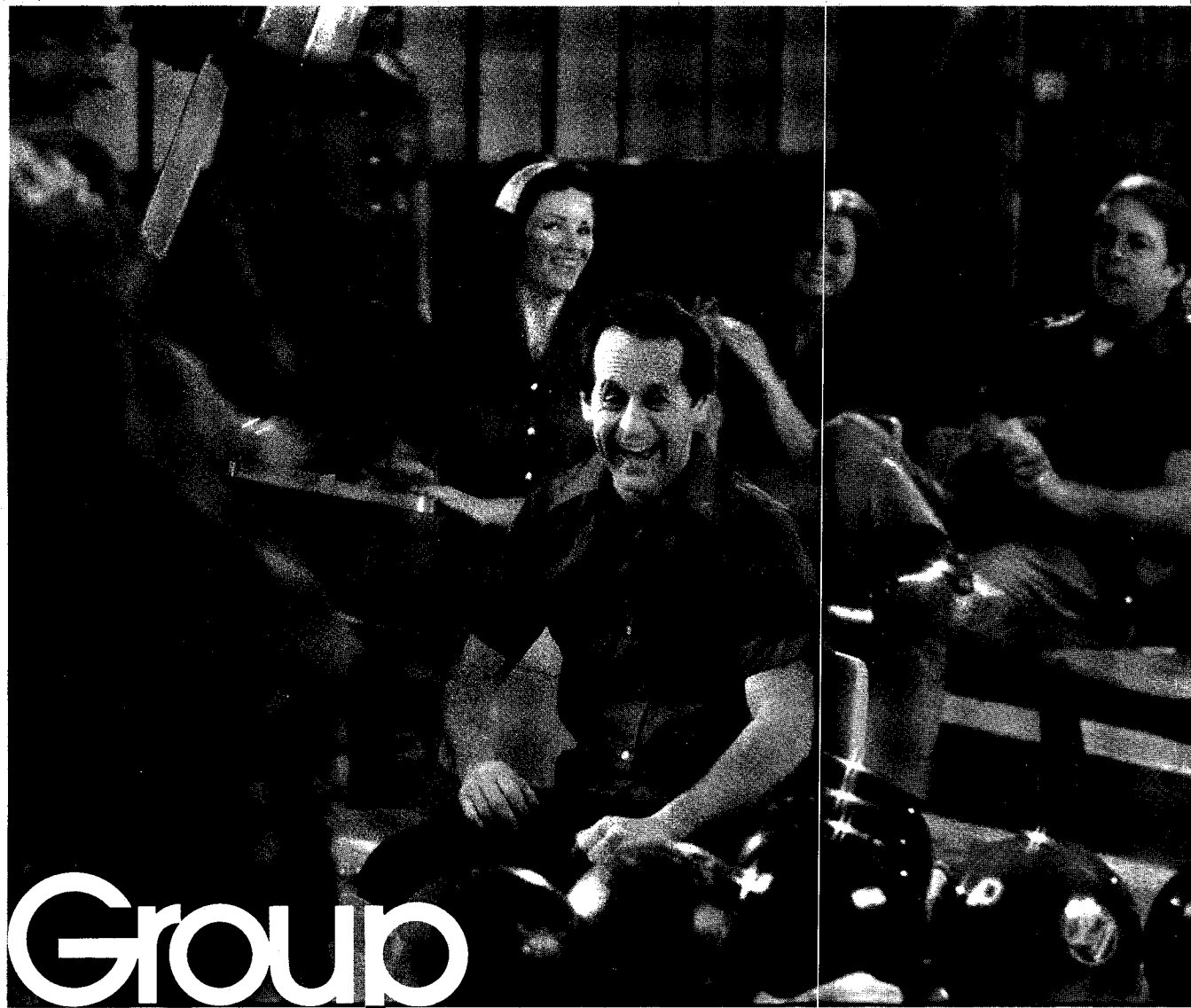
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company _____

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more than \$12 million, with no investment on their part. In one company, the resulting success of a scholarship fund raising drive on the part of the employees led to an increase in management's contribution to the fund. The complementary relationship between management and employees is supported and encouraged.

The idea of fund raising in industry is growing rapidly and QSP has been in the vanguard, introducing the employees' services director of such companies as Raytheon and Pratt & Whitney to its advantages. Since money pressures seem to bring out the character of a true professional, ideas for fund raising are as numerous and ingenious as recreation directors.

At Scovill Manufacturing Company in Waterbury, Conn., for example, an extremely successful recreation program has been run since 1944 by Mr. Fred A. Wilson, familiar to the readers of RECREATION MANAGEMENT through his frequent success stories in the magazine and as the winner of the 1968 Helms Award for Industrial Recreation. Some of his most exciting fund raising ideas have produced substantial amounts of money for employee recreation programs and for employee-sponsored charity donations to a social agency within the community.

We have plans to expand our QSP fund raising programs to include many types of merchandise particularly applicable to industrial fund raising programs. But one very important lesson we have learned through our ten years of fund raising experience is one of service and organization. This is extremely important in an industrial situation. Even with high employee motivation, fund raising requires time and effort. In most companies where the recreation program is large enough to warrant a director and a staff the work load is usually already very heavy.

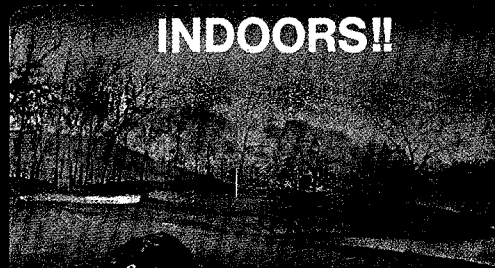
In companies where the program is small and the man in charge is a volunteer employee who handles

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soufflé, or our clear blue
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and marlin? We don't
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presented. He will follow tenaciously every exchange in the discussion, speaking up freely **but never monopolizing time.**

Thus the participant influences the flow of the discussion; leading it when he believes his ideas and information prevail, questioning to test the validity of others' points, and listening attentively at other times.

The good discussant assumes his full share of leadership. He is constantly asking himself: "What is the essence of the group thinking here? Where do we agree? Where do we disagree? What are the conflicting points of view? What can be said for each? Against each?" He identifies unanimity, suggests consensus, clarifies issues, subtly leads

in the systematic analysis of conflicting points of view—and, above all, tries to help define and move forward the best results of the group deliberation.

The conscientious participant involves others—by directing comments or questions to them or by simply suggesting that, for example, "We ought to hear from Joe Smith on this point".

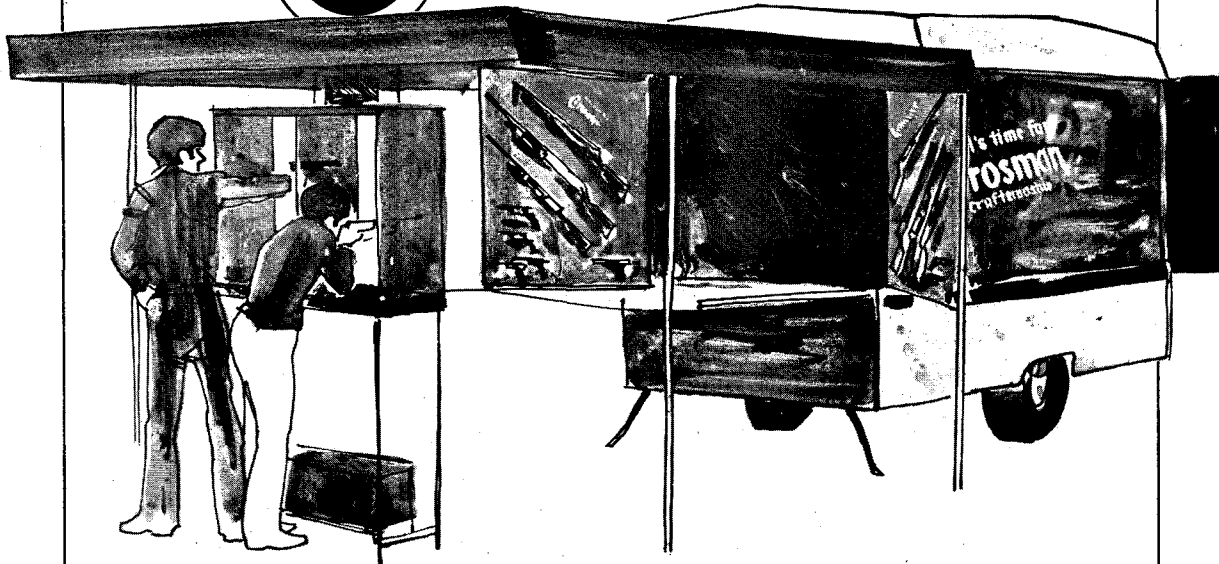
Finally, participants help the leader keep an eye on the clock. All meetings must have a terminal point. There is an obligation to conclude something during the meeting and the good discussant helps apportion the time to allow for positive summations.

AFTER THE MEETING

Duties of the participant following the meeting correspond closely with those of the leader, i.e., courtesy, gracious leave-taking, offers of assistance to others; and fulfilling any responsibilities that he has accepted, and also responsibilities not formally assigned but that he undertakes voluntarily.

A good participant will contact his fellow members after a meeting. It is also worthwhile for participants to let the leader know their reaction: what was good, what was not good, what improvements could be made.

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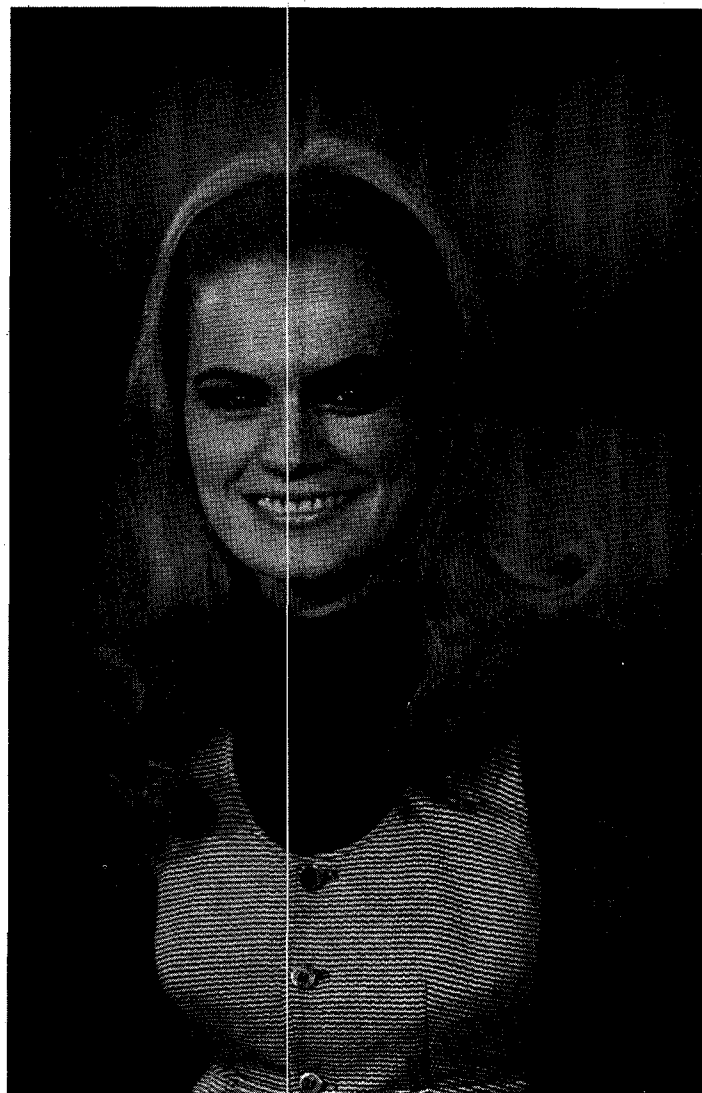


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Miss Industrial Recreation 1973 - 74



Shirley Prince, Miss NIRA



**Kay Stephenson,
First Runner-Up**



**Susan Waugh,
Second Runner-Up**

Shapely, 24-year-old Shirley Prince is a charming example of her newly won title Miss Industrial Recreation, 1973.

Enjoying all sports, both as a participant and a spectator, she brings special expertise to her job at Sea World, Inc., where coordinating recreation programs is one of her duties as personnel assistant. She also screens applicants, handles group medical insurance claims as well as taking care of personnel correspondence and records.

"Sooner or later most of the employees pass through my office and I have a chance to talk with them," said blonde, brown-eyed Shirley.

"I encourage everyone to participate in our established programs or start new ones according to their interests," said captivating Miss NIRA.

Miss NIRA's Court

Gail Cockrum
McDonnell Douglas



Marlene Beck
U.S.D.A.



Kay Blake
State Farm Insurance, Co.



Alta Jean Surratt
McLean Trucking Co.



Claudia Sue Norman
McLean Trucking Co.



Shirley is a member of Sea World basketball team, the women's slow pitch baseball team and represented Sea World in a city-wide RC bowling tournament.

A willowy five feet eight inches, she also water skis, plays tennis and volleyball. Horseback riding is one of her favorite pass-times.

"Exercise helps get rid of pent up feelings about your job or your personal life; it sort of straightens out the kinks," said the bubbly enthusiastic Miss NIRA who also finds time to refinish old furniture and sew.

Born and raised in Lewiston, Idaho, Shirley worked there until 1970 when she moved to San Diego.

At Sea World, Inc. since 1972, she now lives in the San Diego suburb of El Cajon.

First Runner-Up, Kay

Stephenson, was entered by Litton Systems, Inc., Guidance & Control Division.

Blonde, brown-eyed Kay is energetic, and enthusiastic in everything she undertakes and loves to participate in sports rather than be a spectator. Her favorite sports are tennis, skiing (water and snow), golf, bowling, horseback riding and flying. She has owned her own horse and airplane and plans to obtain her private pilot's license.

Poised, 30-year-old Kay attended Vogue Modeling School and worked as a professional model appearing in several national publications.

She graduated from Miami-Jacobs Junior College, Dayton, Ohio, has attended Los Angeles Pierce College and is currently enrolled at California State University-Northridge studying for a B.A. in interior decorating. She has

Judges

Paul W. Wood, of the Federal Crop Insurance Corp., has been coordinator of the Miss Industrial Recreation Contest for the past two years. He is President of the U.S. Department of Agriculture Welfare and Recreation Association and has been general chairman of the USDA Harvest Ball Committee and Queen Contest for the past five years.

Pauline Betz Addie, winner of the Wimbledon Tennis Championship, is also a four time winner of the U.S. women's singles title.

Continued on page 46



Pauline Addie



Deena Clark



C.G. Harris



Paul Wood

served as a consultant on decor of executive offices and conference rooms at G/CS and decorated numerous homes and businesses.

Kay joined G/CS in 1968 and is currently working in business development as an executive secretary.

Second Runner-Up, Susan Waugh, is a native of Indianapolis, Indiana and has been employed at Eli Lilly and Company there for three years.

Twenty-two year old Susan has brown eyes and auburn hair. She has been active in the Lilly Ski Club, Travel Club, Girls Softball League, and the Variety Show.

Her favorite sports are tennis, softball, and horseback riding. She particularly enjoys traveling, having

Continued on page 46

Miss NIRA.....

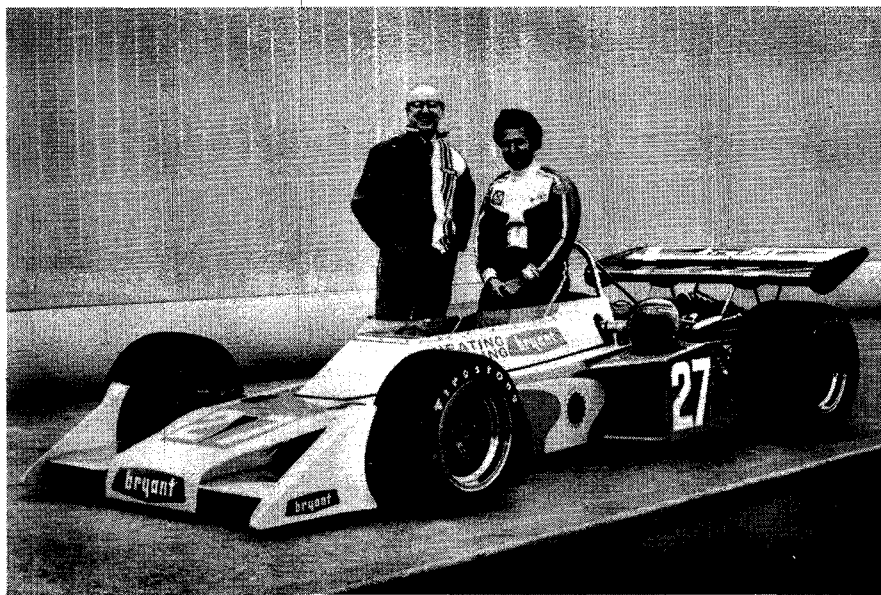
Continued from page 45

been to 40 of the 50 states, Canada, Mexico, Spain and Africa.

Susan works in the liquid and ointment department as a machine operator and was the first girl from the production area to be named Miss Employee Activities in the five year contest history.

As Miss Employee Activities, Susan has presented trophies and awards for in-plant tournaments and attended banquets and dances sponsored by Lilly plants.

"I have met so many wonderful people and done so many new and different things, that 1973 is proving to be a most memorable year for me," said Susan.■



The Bryant Heating and Cooling Special owned by car designer-builder, Rolla Vollstedt, is on display at the NIRA conference center. It will be piloted by driver Tom Bigelow, right, when it makes its bid for entry in the 500-mile races held at Indianapolis, Ind., Pocono, Pa.; and Ontario, Calif.

Judges.....

Continued from page 45

She was the women's professional world champion for seven years and in her career won more than 70 national titles. A member of the Tennis Hall of Fame, she is currently teaching pro at Cabin John Tennis Courts Sidwell Friends School.

Denna Clark, producer-interviewer, WRC TV, NBC in Washington, has received the Washington "Emmy" Award from the Academy of TV Arts and Sciences, as well as two Certificates of the American Association of University Women. She has been associate editor of Diplomat Magazine, where her monthly column appeared for four years. Her television program, "Deena Clark's Moment With..." has been seen in New York, Florida, Los Angeles, and Honolulu, in addition to Washington, on a regular basis.

C. Giles Harris, owner of C. Giles Harris and Associates, a firm for counseling and training in self-improvement. Formerly with Patricia Stevens Career College, he has been a judge or host at over 80 beauty pageants.■

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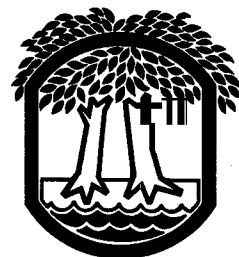
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THE NEW CHALLENGE FOR RECREATION MANAGEMENT

Diseases of Heart and Blood Vessels 1,048,313

Cancer 318,547

Pneumonia & Flu
73,492

Diabetes
38,352

Leading causes
of death
due to illness
and disease
in the U.S.: 1968

SOURCE: AMERICAN HEART ASSOCIATION

Almost 60% of all deaths are from heart attacks and other cardiovascular ailments. More than a million men and women die each year from heart disease. 27,000,000 suffer from some form of cardiovascular illness. 21,000,000 have high blood pressure. And nearly half of those who die from high blood pressure are *women*! The most common cause of cardiovascular failure? Lack of fitness due to insufficient exercise. An extensive study of medical research concluded: "One and only one factor correlated with the incidence of heart disease—lack of physical exercise, indicating that exercise was the master key to all the rest."

Industrial recreation and the people running these programs have done an excellent job in the areas of recreation and recreation education. But now there is a new challenge; one of life and death importance.

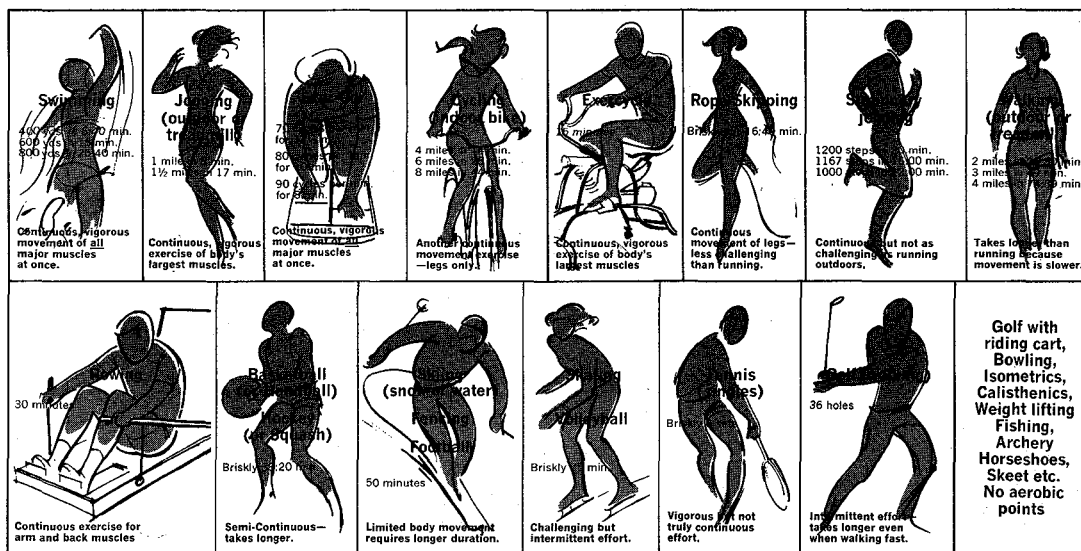
All employees—especially your executives whose jobs don't involve manual activity or exercise, need a good exercise program.

Very few employees will earn 5 points per day regularly at any company facility. Therefore, if your job is to administer to the total health of employees, you should start looking for the best "at home" program you can recommend.

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NIRA Convention

How to earn 5 fitness points a day—35 points a Week— with sports and exercises available to you now:

Note how many of the popular sports and exercises shown here produce muscular development and fatigue before they produce "aerobic improvement"—heart and lung development through continuous deep breathing and increased heart rate.



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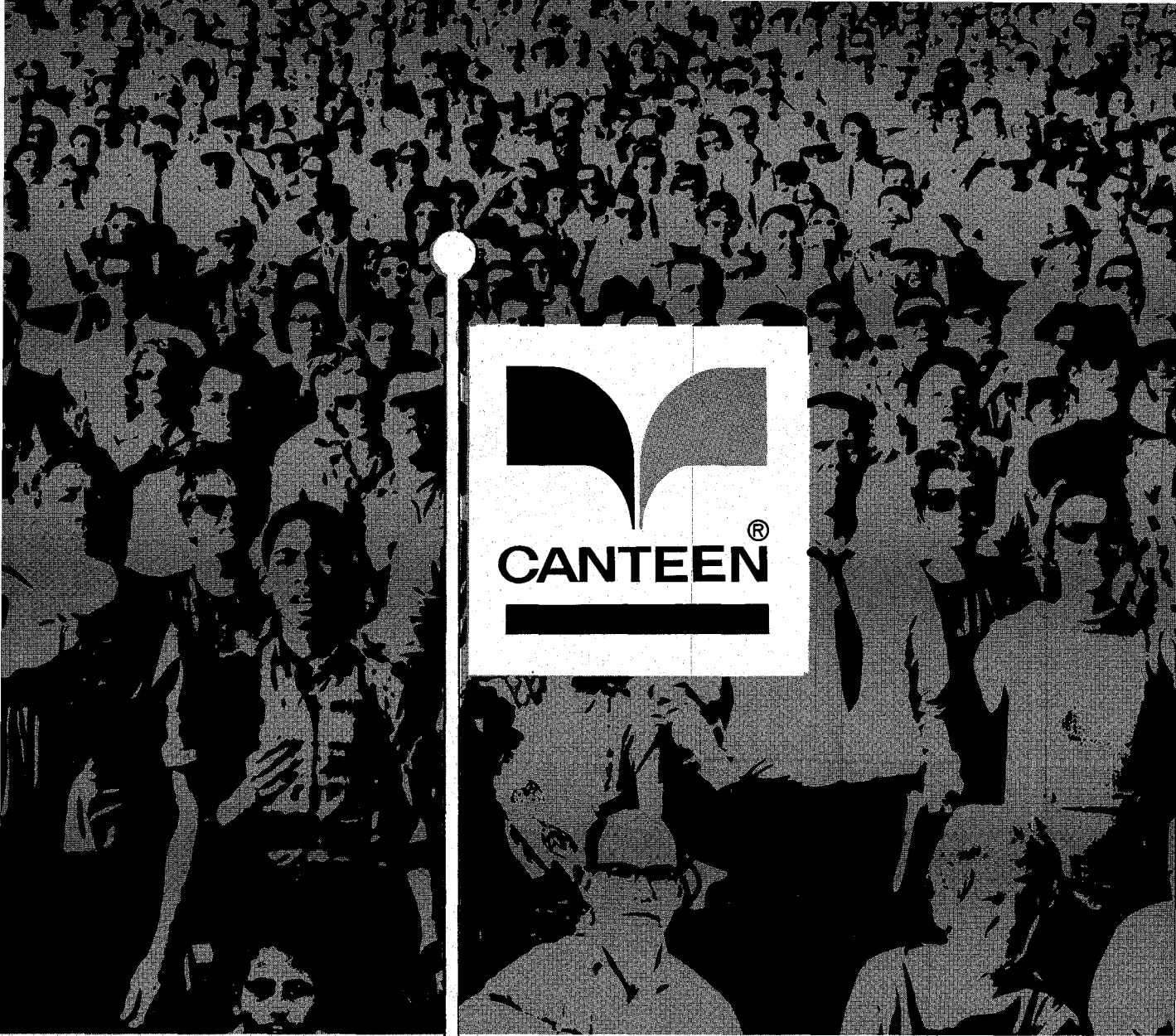
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Patent No. D22452



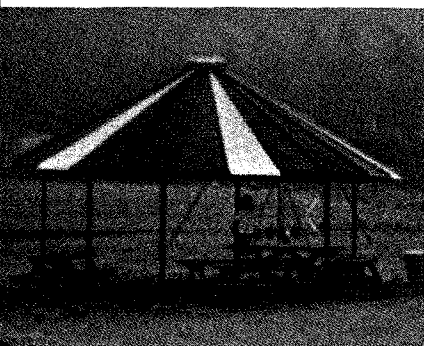
27' Diameter — 5700 Cubic Feet Under Roof

Put a colorful entertainment center in your backyard, park, community center, apartment dwelling, lake lot, or your river retreat. This colorful shelter protects from the elements and also provides an entertainment center for anyone who likes to have fun and enjoy outdoor living. You can easily screen or close in for additional comfort when Bar-B-Quing, overnite sleeping, entertaining guests or the many other uses you'll find. These shelters are perfect for picnics, parties, or a play place for the kids. It's like having an extra room on the house and it's practically indestructible. It has been tested in winds up to 80 M.P.H. This is truly an economical way to provide shelter wherever it is needed. Two men can erect one in a day or less.

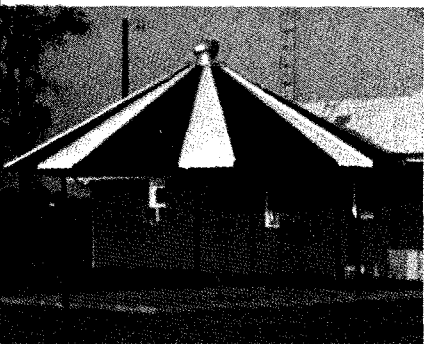
See other side for specifications and details . . .

The Colorful

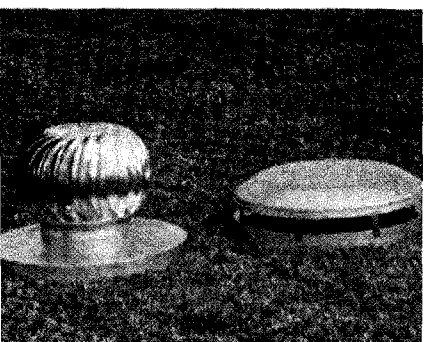
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15' Diameter



Roto Vent (optional) & Standard Vent

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These shelters are priced far below standard pavilion centers. They can be erected in a matter of hours and are almost maintenance free. Construction is of heavy galvanized steel and heavy U Channel legs support the shelter.



Patent No. D2245

Use your own imagination in fixing your shelter using the present lawn or pouring concrete for the floor. Standard roof is an assortment of red, white, blue and green. Also available in any one of the four colors.

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* 15' Diameter has 4 legs made of U Channel

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Fund Raising.....
Continued from page 41

a full time job, he cannot be expected to handle a fund raising program competently. In both cases, fund raising programs that require extensive supervision or complicated gimmicks are apt to get bogged down because of the lack of coordination and supervision and will not produce satisfactory amounts of money.

On the other hand, programs that provide a product with universal appeal and require very little coordination on the part of the administrator or volunteer, are naturally, very popular. This is one reason QSP fund raising programs in industry are successful. We have a field staff of more than 200 full time employees fully trained in sales service and promotive techniques. These men and women stand ready to help you plan and execute a successful fund raising drive within your company.

The changing social climate and work ethic and the increased community concern on both the part of the employee and the company are determining to a large extent the increased need for employee services' funds.

Fund raising is an ideal way for industry to meet the demands for ever-increasing amounts of money. And whatever the fund raising reason...for athletic equipment or for contributions to social agencies...the benefits to the employee are considerable; it makes him feel an important, part of his company and his community.

The benefits to a company, expressing its concern for the welfare of its employees and its gratitude to the community in which it is located, are immeasurable. ■

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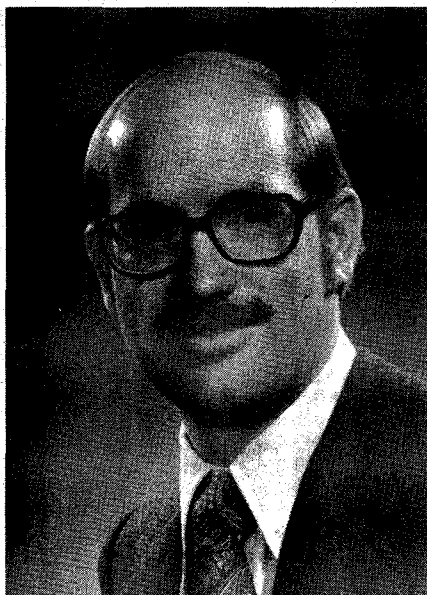


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Industrial Recreation Bibliography



By Dr. Douglas M. Crapo

An annotated bibliography of all materials directly related to industrial recreation has just been completed. The collection consists of over 470 entries, each one accompanied with a short description. A year in preparation, it is the most complete compilation of industrial recreation information available today.

The bibliography was prepared by Robert Schott, Recreation Department, Rockland Children's Psychiatric Hospital, Orangeburg, New York, and Dr. Douglas Crapo, Department of Recreation, University of Waterloo, Waterloo, Ontario, Canada, with the assistance of a grant from the National Industrial Recreation Research and Education Foundation.

Information is categorized,

according to subject, into eleven chapters:

1. Production-Recreation Relationship

This chapter lists works which examine the rationale for offering industrial recreation programs. References are made to examples of production increases and better employee morale as a result of successful recreation programs.

2. Professional Staff Standards

This category deals with criteria for engaging recreation staff and volunteers, and with professional standards.

3. Administration of Recreation Operations

General guidelines and procedures for planning and operating programs are provided. Works concerning successful management of

Douglas M. Crapo, Ph. D., is an associate professor in the Department of Recreation, University of Waterloo, Ontario, Canada, where he pursues both teaching and research in the areas of planning and effective management of recreation enterprises.

He is involved with university curriculum development and implementation of a graduate program in recreation.

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RM, May, 1979

Bibliography continued.....

the budget are also included.

Specific Programs

Ideas, suggestions and guidelines for the conduct of industrial recreation programs are compiled in this comprehensive chapter. Administrators who seek information on new and established activities will find these sections helpful.

Vending Services

Illustrations of vending services sponsored by recreation departments are given.

Facilities and Equipment

This chapter illustrates the variety of facilities and equipment that companies are using in an effort to provide a complete recreation program for employees. Guidelines for the selection of proper buildings and materials are also presented.

Interaction with Communities and Related Organizations

This section looks at the benefits companies established by providing recreation programs not only for their own employees, but for other community members. Various techniques for co-operation are examined.

Retirement

Programs and facilities for retiring employees are outlined.

National Industrial Recreation Association

A complete picture of the National Industrial Recreation Association is presented through illustrations of history, bylaws, events, awards and conferences. References are also made to significant contributions by the organization.

History of Industrial Recreation

The evolution of industrial recreation is examined. Important developments are explored and pertinent programs are featured.

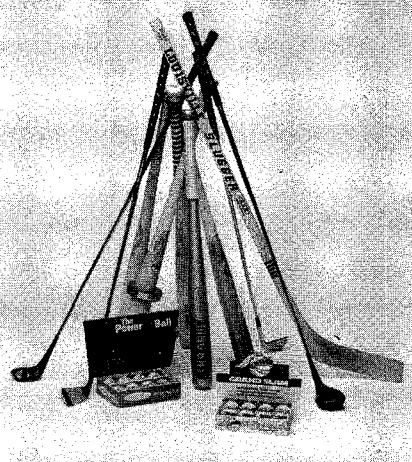
11. Trends

The chapter contains articles predicting what the future holds for industrial recreation. Significant trends in programs and management policies are reported.

Copies of the bibliography can be obtained at a cost of \$2.00 each from the National Industrial Recreation Association, 20 North Wacker Drive, Chicago, Illinois 60606.

As a further aid in making industrial recreation information more accessible, arrangements have been made with University Microfilms to provide copies of articles from back issues of **Recreation Management**. Also, the complete series of back issues is available on microfilm. For further information about costs, or for ordering reprints or microfilm, contact: University Microfilms
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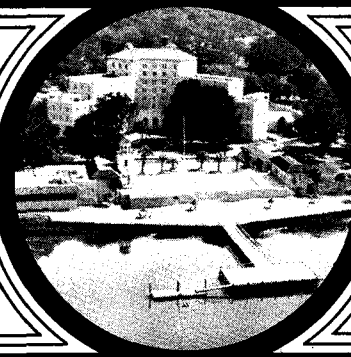
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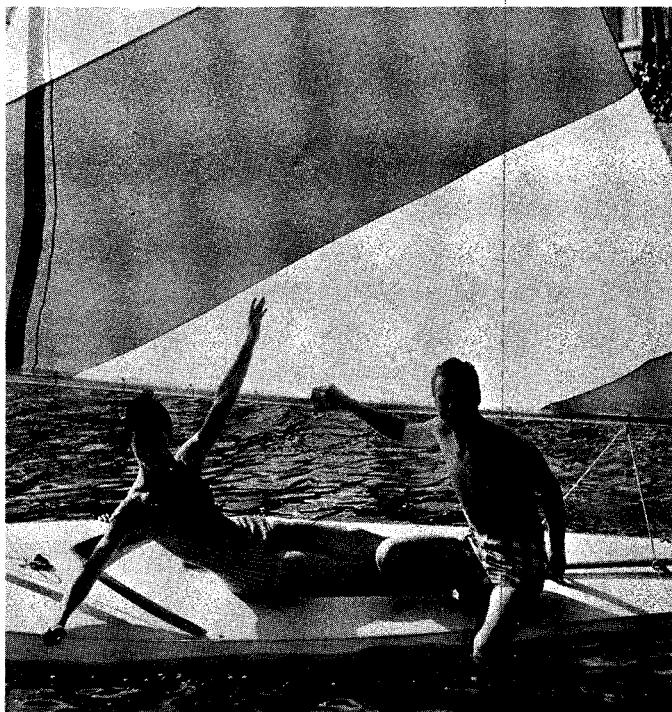
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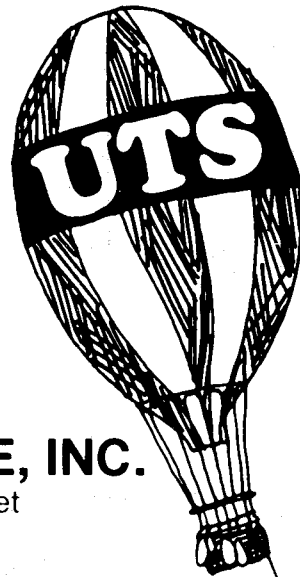
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COMMUNICATION

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West Lafayette, Ind.—An open line of communications between people in the management levels in industrial plants is one of the most important items for successful operation, Robert McCarty, manager of personnel relations at the Lafayette Ross Gear Division of TRW, Inc., told personnel relations classes at Purdue University.

Speaking on the topic of "Motivation—Team Building," McCarty told classes in the School of Industrial Management that plant managers must recognize that people are all different and they must be sensitive to the individual. "Everyone wants to be recognized," he stated.

"To help motivate individuals, managers must first create the right climate. You motivate yourself, and this is accomplished through proper planning, leadership and control," he added.

He cited as an example, a few years ago at the Lafayette Ross Gear TRW plant, labor and management were at odds. "The leadership took a new look at the situation, began to treat each other with dignity and respect and relationships improved."

McCarty said it was important to "try to get the people on the floor to be sensitive to each other. They must join together to try to solve problems rather than destroy the business by continuing to be at odds with each other."

He stressed the importance of building a team with members from management and labor—get them together, gather data and find out how everyone feels about the problems. "We must admit mistakes—we all make them. Be open to new ideas and be willing to experiment. Mutual trust is needed and this is accomplished through experience."

He pointed out that a company is not a democratic operation and shouldn't be, "but we want more people participating. You also must be prepared to face confrontations too and get the deep feelings up on the surface so the climate may be improved."

There is a tendency now to move toward participative management in most plants, McCarty said. This helps provide a more open climate and better communications which improves the successful operation of a business, he added.

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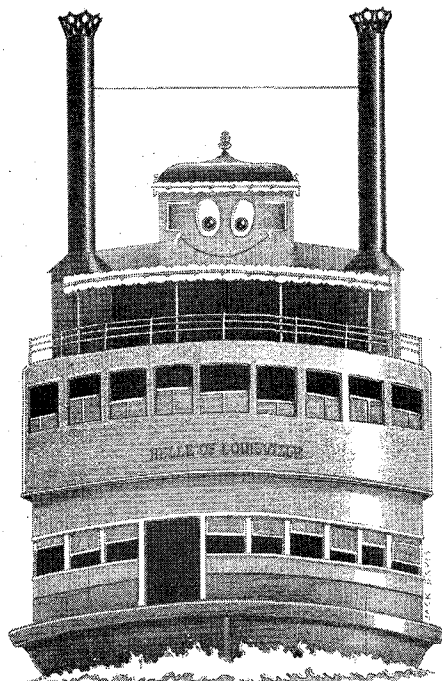
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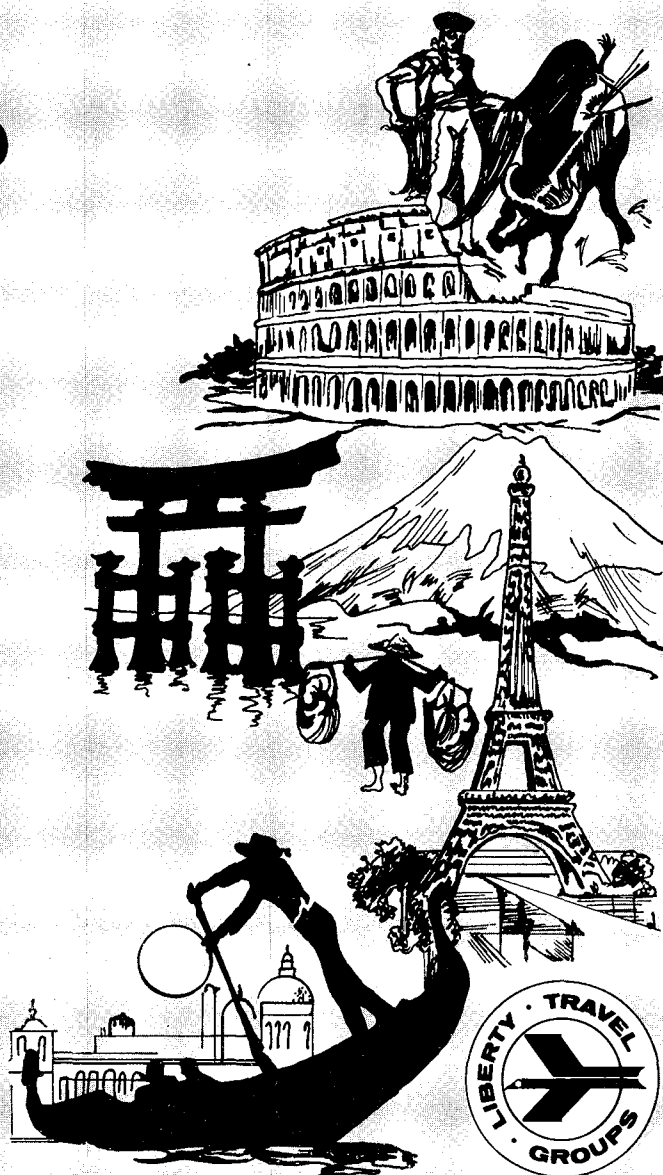
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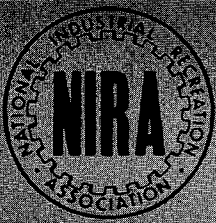
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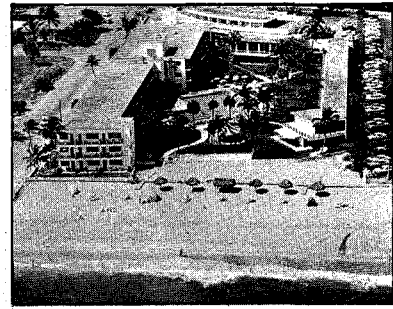
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This month's cover illustration was designed by Editor Esther Winchell to portray the impact of fall and winter sports on industry through visual abstraction.

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company profile

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Considered to be one of the largest all electric plants in the United States the total site covers 186 acres.

Raytheon Company is a closely knit parent company comprised of many divisions and subsidiaries of which the Andover plant is a part.

The year 1972 marked the founding of the predecessor to Raytheon, the American Appliance company. In 1925, the name Raytheon Manufacturing Company was adopted; in 1959, it was changed to Raytheon Company.

The founders of American Appliance Company were Laurence K. Marshall, Dr. Vannevar Bush, and the late C.G. Smith. These three provided the initial thrust and early guidance. Through the ensuing years, thousands of others helped sustain the momentum and together these men and women have fashioned an exciting story in the technological systems field. Raytheon, on the whole, is New England's largest employer, employing over 35,000 men and women.

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The Raytheon Employees Activities Association (REAA) Raytheon Andover was founded in 1957 by a group of volunteer employees. It wasn't until 1967 that a staff person was assigned to coordinate this volunteer organization. Many of the volunteers who have been managing and controlling REAA were still active in 1967 and still remain today.

The REAA's organizational structure is designed to use leadership talent and involve large numbers of volunteers. All of the leagues and clubs have their own officers, and manage their own finances.

Family activities highlight REAA programming and won a NIRA Excellence award for fine individual recreation programs at the 1973 NIRA Conference.



Program highlights of REAA's family activities committee include: A Family Camping Program, Get-Away Weekends, Dinner Shows, Dinner Dances, Moonlight Cruise, Letters to Santa Program, trips to sporting and entertainment events, family skating, family tennis clinics, family art and poster festivals and father-son nights.



associate profile

QSP The Fund-raising Leader

QSP, a subsidiary of the Reader's Digest Association, Inc., is a fund-raising service agency, with a background of ten years experience in motivating people—company employees or members of an organization—to participate in fund-raising activities; an agency through which profits from the sale are returned to the company for employee benefits, or to the community for local improvement or charitable causes.

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For more information, contact Walter Mills, General Manager, Industrial Sales Division, PO Box 301, Pleasantville, NY 10570; or call collect: (914) 769-7000.

NSGA Sporting Goods Spokesman

The National Sporting Goods Association (NSGA) is the leading sporting goods trade association in America, representing all segments of the sporting goods industry including manufacturers, retailers, manufacturers' representatives, and wholesalers. Today it is spokesman for a \$5.5 billion industry of unsurpassed vigor and potential.

NSGA was founded in 1929 by a small group of sporting goods retailers and distributors. Headquartered in Chicago, the NSGA staff includes 40 full-time members. The executive director is G. Marvin Shutt. E. J. Hamilton heads the board of directors, elected by district.

NSGA's basic purpose is to promote the development and growth of the sporting goods market. To implement this growth, NSGA provides efficient and effective communication among its members resulting in more knowledgeable management of products. NSGA members account for 83% of all sporting goods sales in the United States.

NSGA conducts two trade shows annually for the purpose of bringing the sporting goods retailer and manufacturer together in a marketplace where virtually every available item is on display. In 1973 more than 1600 product lines were shown by 1200 exhibitors in the NSGA Convention and Show, the largest sporting goods trade show in the world. The second largest show is NSGA's Fall Market, rotated among several major cities in the western United States. Last Year the Market featured 455 exhibitors representing 650 sporting goods lines in 50 different product categories. In October, 1973 the Market will be held in San Francisco's Civic Auditorium and Brooks Hall.

The Association is divided into four major divisions, reflecting the special interests of its membership. The divisions are: Athletic Goods Team Distributors, Outdoor Sports Stores, Ski Retailers International, and Trophy Specialists. Each division serves the needs of its segment of the industry and concentrates on its particular marketing problems.

NSGA publishes SELLING SPORTING GOODS, a monthly magazine with a circulation of 14,000. Its articles feature market data to help buyers place orders and keep them abreast of current consumer trends. The NSGA Memo to Management is a confidential newsletter for members featuring additional market information, along with interpretations of governmental rulings that may affect the industry.

A continuous round of seminars is conducted by NSGA to assist its members on particular problems of general interest. These programs cover topics such as store design, accounting systems, personnel training programs, advertising and promotion, wage guidelines, and responsibility to consumers.



nira news

NIRA Director Is NPTA Speaker

Productivity as the key to corporate growth and personnel's role in determining productivity was discussed by Michael Fryer, NIRA executive director when he spoke to the National Passenger Traffic Association in Montego Bay, Jamaica, May 31.

Quoting a Newsweek article, "Who Wants To Work," Fryer said, "While people have been complaining about work since it was invented, there is a wide-spread feeling that there is something different about today's discontent. As a result managers of American business and industry are now coming up with plan after plan—some pure public relations, some quite innovative but all designed to pacify unhappy workers."

The role of recreation in higher employee morale, physical and mental health, in reducing turnover and absenteeism, as a recruiting tool and in increasing productivity was emphasized by Fryer as he explained NIRA's services in recreation programming.

Fryer also defined how to set up and finance programs as well as ways to obtain employee support and participation.

This NPTA conference focusing on trends and programming in of employee activities was attended by over 75 corporations in New York, New Haven, and Hartford, Conn.; Boston, Newark, Chicago, and Minneapolis.

NIRA Research Committee Policy

The purpose of the NIRA Research Committee is to review, coordinate, approve and initiate research projects, states William B. DeCarlo, director of the committee.

Upon approval of surveys, questionnaires and other types of research projects, the information requested will carry the statement "Authorized by the N.I.R.A. Research Committee."

The Procedure for gaining approval of research projects is as follows:

1. Twenty copies of the survey form, questionnaire or proposed research project, together with covering letters, should be sent to the director of the research committee. If the project is being conducted in connection with academic work, a statement of approval from the major advisor or professor must be submitted.

2. Two copies of the proposed research project will be sent out to each of the members of the research committee for their suggestions. Each member will recommend changes and approval or disapproval of said project and will return one copy with comments thereon to the director, who will consolidate them and forward the results to the sender.

3. If the committee has indicated that substantial changes are desirable, the sender will prepare a second form (or defend the original) for the committee's final approval.

Upon final approval, the NIRA headquarters shall furnish addressed gummed labels or assist with mailing to Association members. The sender shall furnish sufficient copies of the project of the project for two mailings (follow-up purposes.)

The sender agrees to furnish the director of research with two copies of the completed study and a digest thereof for the Association files and for the annual report of the research committee.

The Association shall further aid wherever possible with the publication of such research projects when they are in the best interests of the Association.

23rd western conference set

"Learning can be fun" is the theme of the October 5 to 8 NIRA Western Regional Conference. The brand-new Holiday Inn Plaza Hotel in Buena Park, California, will be the site of the event, and neighboring attractions such as Disneyland, Knott's Berry Farm, Japanese Village and Deer Park and Movie Land Wax Museum, are sure to provide added luster.

Conference co-chairmen Dr. Archibald of McDonnell Douglas and Phyllis Smith of Hughes Aircraft are already boasting that the twentieth rendition of this annual event is going to be the largest and best ever of the Region VII conference.

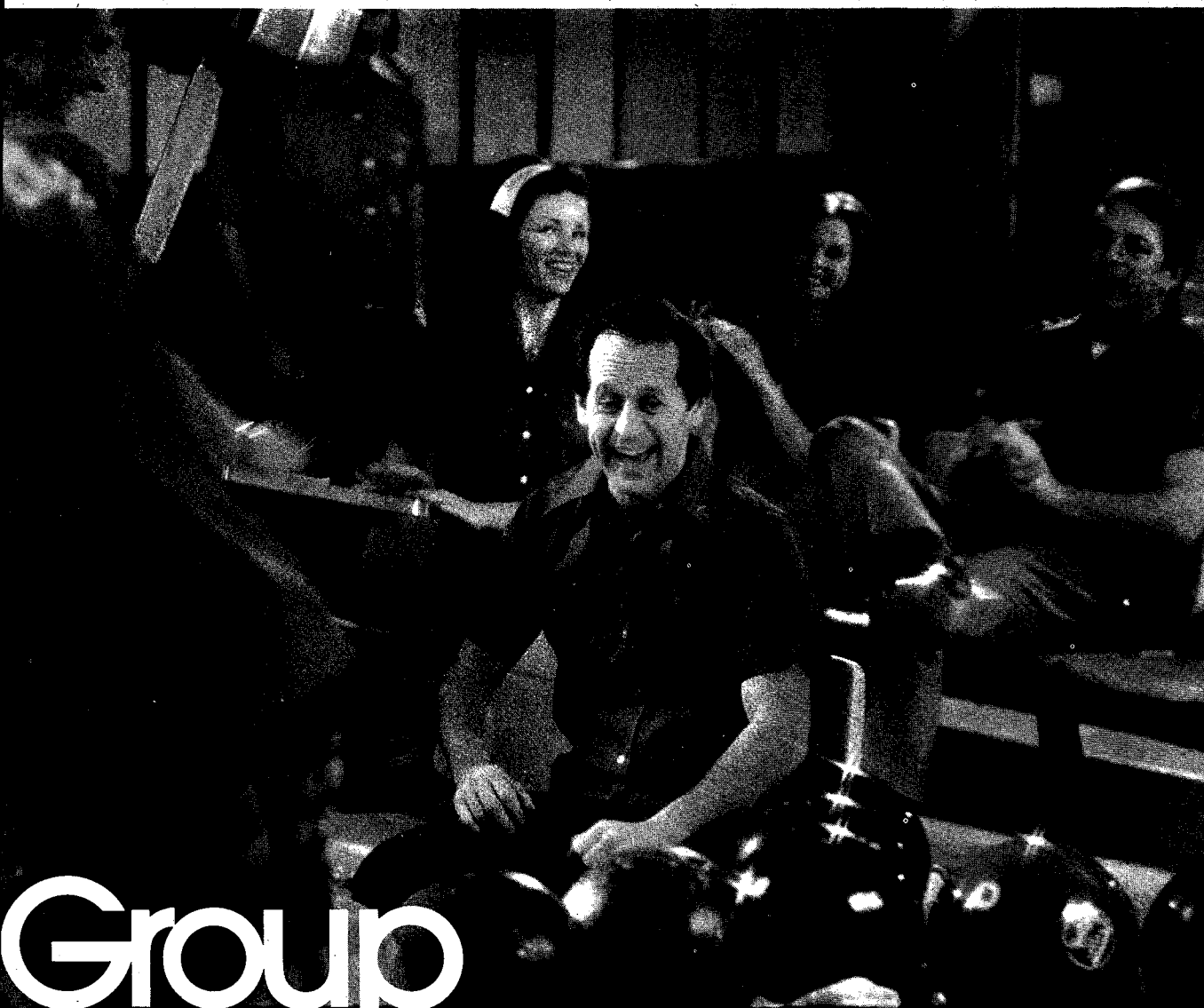


Godfrey Visits Sea World Center

Television personality Arthur Godfrey visited Sea World of Florida Preview Center recently where he complimented the attraction for its marine mammal research and educational programs.

Sea World will open the world's largest marine park, just south of Orlando Fla., late this fall. The 12-acre park will cost over \$17 million and expects 2.1 million visitors the first year.

Pictured with Godfrey are Sea World hostesses, Jerry Campione, left, and Linda Mangino. The Preview Center is located in the Admiral Benbow Inn, Court of Flag at Florida's Turnpike and Interstate four.



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travel spotlight



The Bells of Bethlehem ring out over the countryside on Christmas and thousands gather in the Nativity Square to watch the celebrations.

Israel - For People Who Like People

Taking the Grand Tour once meant crossing at least six borders, but now you can do it within the boundaries of just one country—Israel.

Israel, celebrating its silver anniversary has become the world's most magnetic melting pot in just 25 years. Not just Europe but 102 countries have contributed to the population, customs, languages and lore of this land, no bigger in size than Indiana.

The people of Israel are just as much a blend of past and present as they are a league of many nations. German, English, French and other Western European immigrants are relative newcomers, but

earlier waves of pilgrims brought to Israel the cultures of Russia, North Africa, and various Asian nations.

One of the most unusual sights still seen in Israel is the Bedouin, or nomad, roaming the countryside in search of grazing land for his herds. Some of these wanderers have now settled into villages, however. More than a few of the true remaining nomads have a jeep instead of a camel parked outside their black tents woven from goats' hair.

Any traveler to Israel who wears home one of the popular silver filigree pins or necklaces available there, owns the work of a former

Yemenite. A particularly close-knit segment of the population, most Yemenites living in Israel today were flown there as a community by the "Magic Carpet" operation when they were expelled from Yemen. The sponsored air lift fulfilled an ancient biblical Israel prophecy which told of returning to the Holy Land on eagles' wings.

Israel's large Druze community is easily identified by its Arabic-like dress and language. In their well-scrubbed villages on the Golan Heights, Mt. Carmel, and in the Galilee, the Druze produce some of the most beautiful woven baskets and handicrafts in the country.



Israel's Red Sea Resort is undergoing a hotel construction boom. The Neptune Hotel shown in the background is one of the landmark hotels in the city. Literally hundreds of additional hotel rooms are under construction in the city.

New Israel Called Sabra

While Israel welcomes the old-world customs of immigrants, it also has managed to produce a new, intensely national breed born since the establishment of the state. The native born Israeli is called a sabra after a local variety of cactus which is prickly on the outside but sweet and tender inside. If there's a moral to this, it must be that visitors shouldn't always judge by first impressions.

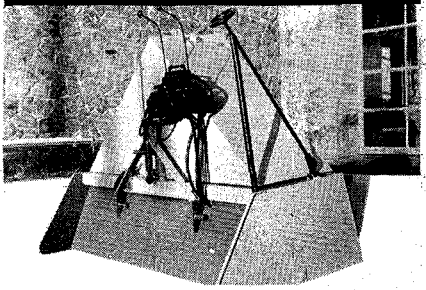
When the Israeli state was formed, Hebrew, the language of the Bible, naturally became the native language. Sabras, of course,

learn it at home and in school and the result is only recorded successful revival of a dead language.

Since immigrants also quickly learn, Hebrew, Israel now has what is perhaps the world's largest population of multi-linguists. For travelers, there's always someone to talk to, as well as films, newspapers and radio broadcasts in a choice of languages.

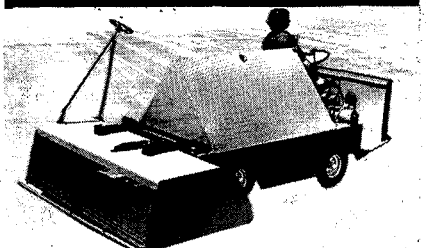
Sabras, expert in English as well as Hebrew, constitute the largest group in Israel today, for the country's people are as young as the state. Over half the population is under 27 years of age, and a full third of the country is not yet even a sweet, but prickly, sixteen. ■

ICE RINK OPERATORS



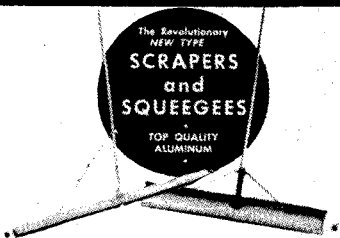
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news in brief

Ethics for Outdoorsmen

The American Outdoorsman Conference, a national group of 54 national associations and government agencies concerned with outdoor recreation, has adopted a six-part code of ethics for the outdoorsman.

The single key word in this guide to man's relationship to his outdoor environment is "respect."

Under the code, America's outdoorsmen, numbering 50 to 100 million, will pay proper respect to the rights of property and privacy, to both the laws and the sporting usages guiding outdoor activities, to wildlife and to the conservation of its habitat, to the environment, to the young or uninitiated who need training in proper outdoor conduct, and to themselves as lovers of the out of doors.

America Beautiful Beautiful Contest

The 1973 Keep America Beautiful photo contest, co-sponsored by the East Kodak Co., offers cash prizes for a series of not less than three or more than six pictures showing the before, during and after aspects of a community improvement or beautification project.

Entries must be received before August 31, and winners will be notified by October 15. Detailed rules, entry forms, sheets of photo tips and story ideas are available from Keep America Beautiful, Inc., 99 Park Avenue, New York, N.Y. 10016.

New Junior Olympics Film

The Amateur Athletic Union (AAU) has announced completion of a 27 minute color film of the 1972 Junior Olympic National Championships.

Highlights of championship competition in six sports; track and field, swimming, diving, gymnastics, judo and trampoline, are featured in the film, which also concentrates on the experiences of two competitors: long jumper Kim Schofield of Springfield, Ill, and hurdler Mike Nealy of Stockton, Calif.

Loan prints are available from the 58 AAU state and regional associations and from some Chevrolet dealers.

Free Photography Film Available

A simple, straightforward, audio-visual aid, "Photography—How It Works", designed to be understood by all camera users, is now available free for group showings from Eastman Kodak Company.

An animated introduction to basic principles of photography, the 16mm color film details the camera and its basic part, explores the role of light, how an image is formed, and how it becomes visible and permanent.

Lens opening and shutter speed is clarified and easy to understand visuals simulate other aspects such as focusing and depth-of-field.

Even the many similarities and few differences between a still and movie camera are delineated in this basic "inside" story of photography.

A print of "Photography—How It Works" can be obtained by writing

Eastman Kodak Company, Audio-visual Services Library, Department 396, 343 State St. Rochester, N.Y. 14650

Computer Watch on Softball

Thousands of softball sluggers and pitchers are going to have a computer watch them this season.

The Amateur Softball Association is the first national sports organization to computerize its record-keeping operations.

Statistical breakdowns on regular season and tournament play for fielding, hitting, and pitching for all league teams, plus a season end summary will be provided to subscribers.

The computer service uses normal scorekeeper data as its input. It was designed by two amateur players at Systems Developments Corp.

Cliff-Diving New California Sport

Diving from high cliffs into the ocean has been a sport for adventurous divers in Acapulco, Mexico for years. Now, according to World Leisure and Recreation Association Bulletin, this sport has spread up the Pacific Coast to California—but with a new twist.

At least 300 enthusiastic Californians are diving off seacliffs and desert rock-faces, tied to huge kites.

These are by no means the big brothers to the kites that youngsters fly from playgrounds and meadows, but the scientifically designed, delta-winged kites originally developed for the evacuation of combat pilots. Cliff-diving equipment costs about \$150.

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IRA Has New Name, Now WLRA

A new identification for the International Recreation Association has been selected, prompted by the changing world scene.

The new name, World Leisure and Recreation Association is believed to better reflect the parent organization comprised of regions that are international in character. Thus the word "world" was felt to be a more inclusive word.

Also, in recent years, the developing semantic importance of the word leisure demanded attention, with its broadening impact in government, education and the economy.

Not only in name but in plans and programs, WLRA is adapting responsively to changing world conditions and opportunities.

Sporting Goods Spending Increases

In releasing the results of a recent survey, E. J. Hamilton, president of the National Sporting Goods Association (NSGA), estimates that 1972 sporting goods sales figures were up 10.2 percent over 1971.

This record consumer spending for sporting goods is expected to continue through 1973. Some

experts are predicting an all-time record sales year of \$6.5 billion, an annual percentage increase of 15 percent over current statistics..

The NSGA conducts research in the recreational pursuits of Americans, producing reports of itemized consumer expenditures which are meaningful to retailers and manufacturers alike. For example, continued growth is seen for outdoor recreation sports such as camping and backpacking, skiing and biking.

"More leisure time, more disposable income, more emphasis on individual and participation sports, attention to physical fitness and appearance—all of these things have a bearing on the growth and popularity of sports activities in our society," Hamilton observed. "Watch for the growing popularity of soccer, and more women participants in all sports."

Women Bowling Team Trials Set

The second United States Team Trials will be held July 26, 27, 28 in Milwaukee, Wis., to select the 15 player team that will compete in the sixth American Zone championships of the Federation Internationale des Quilleurs, October 6-13 in Bogata, Colombian.

The trials, co-sponsored by Women's International Bowling Congress and the American Bowling Congress, will be staged at Red Carpet Bowlero and will be part of an action-packed week high-lighted by the dedication of the new WIBC/ABC headquarters building in Greendale, July 25.

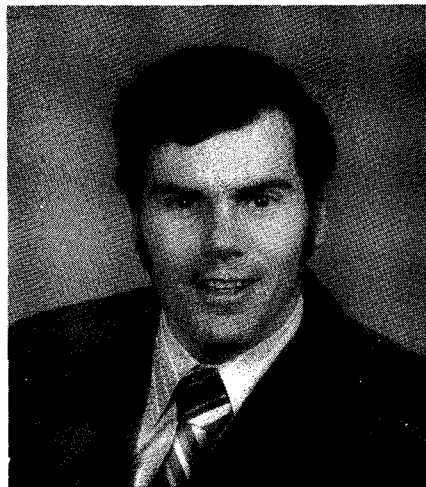
The National Bowling Hall of Fame and Museum sections of the tri-level multi-million dollar structure

will be unveiled the same day.

On July 23-24, the annual WIBC State Workshop will be held, giving state leaders an opportunity to visit the new home office building as part of their annual training session.

Twelve women, six from each of the 1972 and 1973 WIBC Championship Tournaments in Kansas City, Mo., and Las Vegas, Nev., will enroll in the Team Trials. The six high finishers, based on 24 games, will qualify for the FIQ event. Thirty-two men, from the 1972, and 1973 ABC Tournament and collegiate events, will compete in a 28 game series in the trials, with nine going to Bogota. All of the field are non-professional bowlers.

Fitness Speaker



W. Brent Arnold (above), executive physical fitness specialist with Xerox Corporation recently spoke at the University of Oregon School of Health, Physical Education and Recreation on "Recreation & Physical Fitness in Industry".

Articles by Arnold have appeared in RECREATION MANAGEMENT. His most recent contribution being, the "Cardiovascular Health Program" article in the May issue, telling the story of Xerox Corporation's executive physical fitness program.



Basketball—Without Company Facilities

**By Jack Frain
McDonnell Douglas
St. Louis, Mo.**

The basketball program at McDonnell Douglas - St. Louis has been one of the company's most popular activities despite the fact that McDonnell has no recreation

facilities and must obtain gymnasiums from private and public institutions in the community.

The basketball program began at McDonnell in the early 1940's with one team playing in a local industrial league. Participation has steadily increased since that time until today

there are over 700 participants in eight leagues.

A United Nations Week Tournament kicks off the season in late October, and, following 14 to 15 game schedule, the season is climaxed by a Company Championship Tournament pitting the cham-

pionship team in each league against each other. In addition, an All-Star team is selected from each league and they participate in a separate tournament. At the conclusion of the championship games, individual trophies are awarded by "Miss McDonnell Recreation" who is McDonnell's representative in the "Miss NIRA" contest.

All facilities, especially gymnasiums, are at a premium in the St. Louis Country area. Local school districts give preference to youth activities and to residents of their particular school district. Since the participants in the McDonnell basketball program come from many different school districts, it is almost impossible to obtain a gym in this manner.

To obtain facilities for the coming season, preparation is begun almost at the conclusion of the preceding season. A survey is taken to find all acceptable gyms in the area. A letter is then sent outlining our program and giving the starting and ending dates of the season. Assurance is given that a representative of the Recreation Department will be on hand at all times when the gym is in use. We explain that our schedule is flexible and we can work around any special programs they may have. A meeting is requested with a representative of the institution to discuss fees, method of payment, and any other pertinent items.

At the beginning of the season, schedules are drawn up and copies given to all concerned. All participants in the program are reminded that they are representing McDonnell Douglas and that we are guests of the institution concerned. Periodically throughout the season, checks are made to see if everything is running smoothly, or if there are any problems. At the conclusion of the season, letters are sent showing our appreciation for the use of the facility.

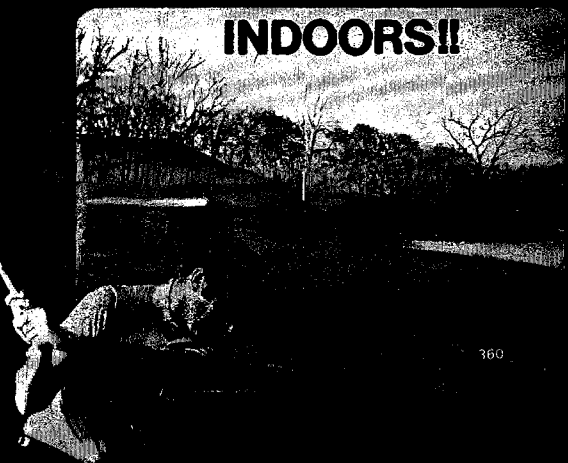
The program has worked well at McDonnell, evidenced by the fact that we have been able to obtain many of the same facilities year after year.

While it would be great to have our own facility, we have found that through a concentrated effort excellent facilities can be obtained in your local community. ■

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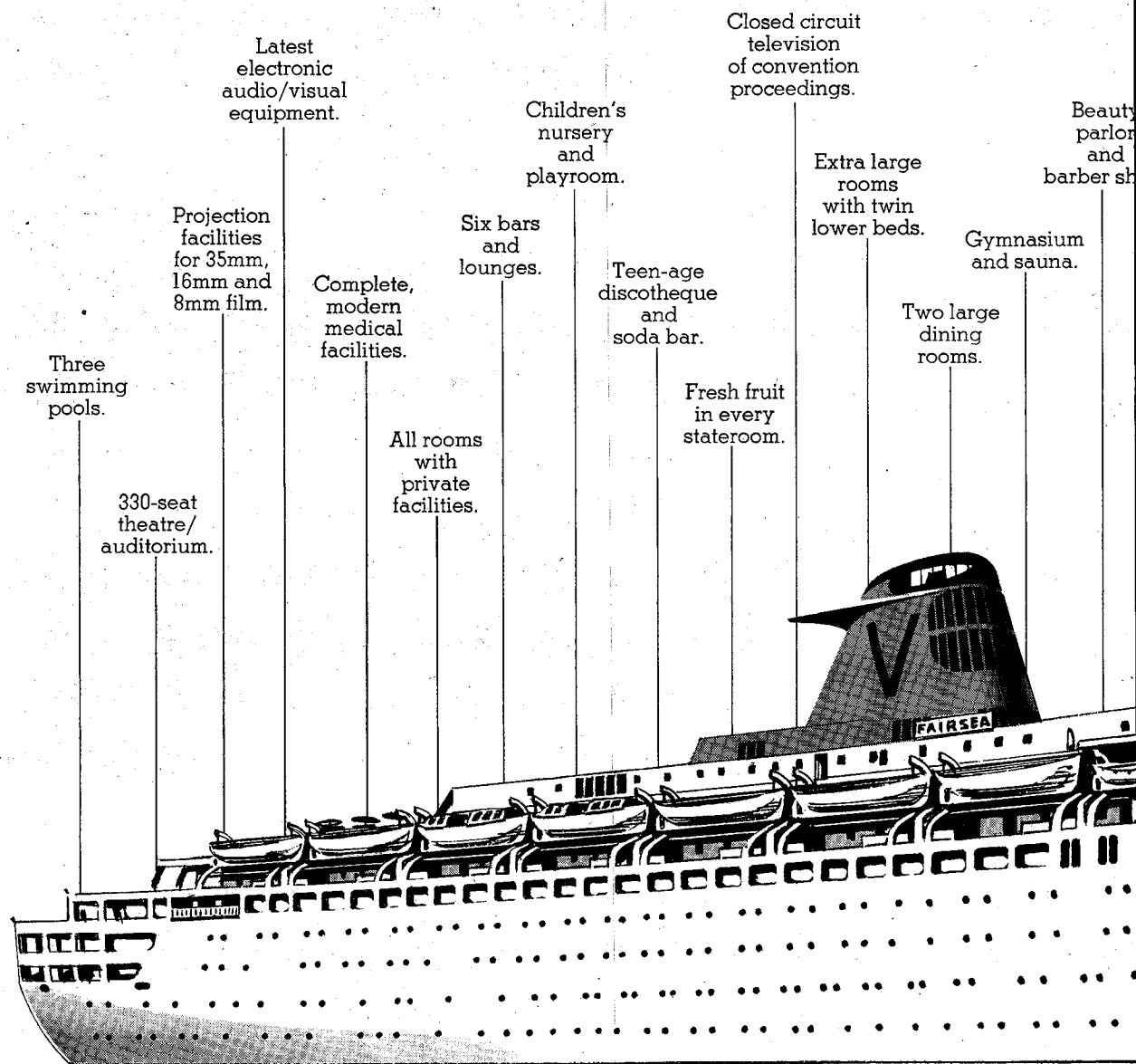
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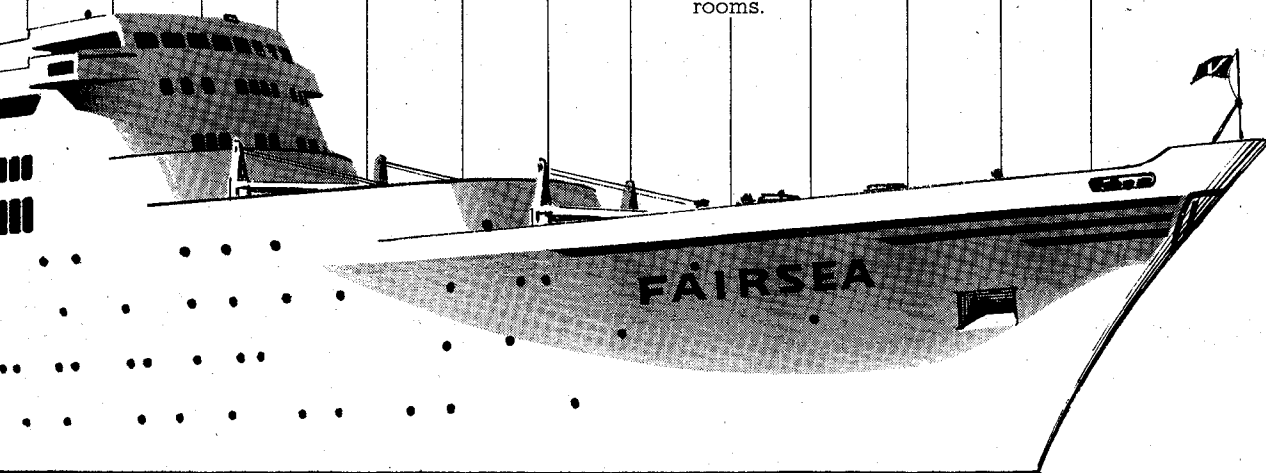
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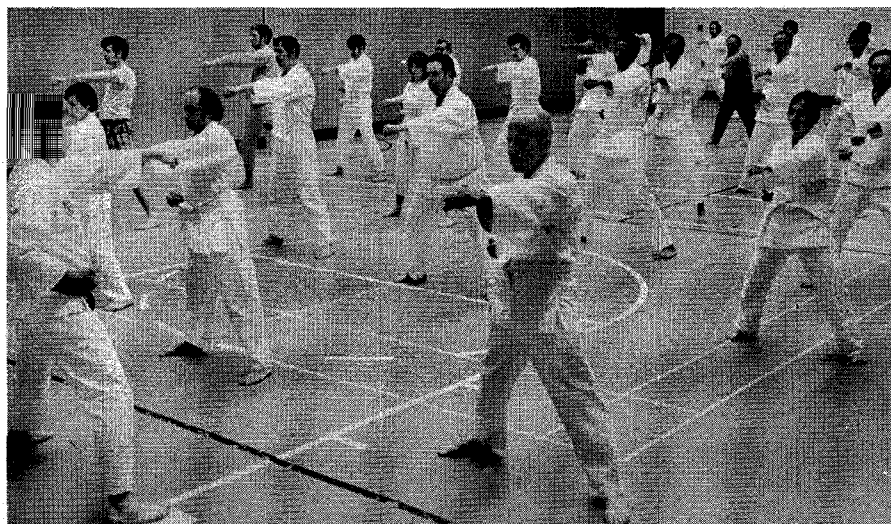
BOOK YOUR NEXT CONVENTION ON THE T.S.S. FAIRWIND.



Examine each activity. Isolate problem areas. Identify activities that hold their own and those that really need financial assistance.



Special interest groups are made up of people with common interests such as this group of retired employees. Provide them with a facility and they provide you with another recreational outlet for your members.



Adult education classes varying from golf to Karate can be offered to members at low group rates, at no cost to the sponsor.

Low Cost

By Von Conterno

Those of you who have been in the industrial recreation business for any length of time can remember the days when "program" meant an annual plant outing, a children's Christmas party and industrial sporting leagues. Those days linger in the past.

The question today is one of the practicality of an extensive recreational program in today's tight money squeeze. Providing the best possible recreational program for the greatest number of people at the lowest possible cost—is the name of the game today.

Tightening up the fiscal reins and using the administrative spurs is a key to initiating a cost-effective program. Everyone, including staff volunteers and the general membership must be made aware that there is, in fact, a bottom to the financial well.

An effective program can be initiated if you are really willing to do what is best for the majority of your members, rising above the various pressure groups and individual priorities which are ever present, and to adopt an objective, positive and professional attitude toward program planning and budgeting.

You may find yourself stepping on some toes in the process, hearing loud cries of anguish from some, and ultimatums from others. But get the support you need, then bite the bullet.

Some practical methods to assist

Programming

ou in maintaining financial awareness in your organization would be to require, in addition to an operating budget, individual program budgets from staff. Also important are, periodic financial statements of condition and statements of income and expense, plus an annual report distributed to all pertinent lay groups. Accounting procedures should be reviewed and a program should be initiated that would afford fingertip supervision information regarding the status of their accounts. Once financial and administrative procedures and controls are in order, then it is time to take a hard look at program policies and procedures.

It is a fact that most people are quite willing to pay a fair share for something they can't get anywhere else, and that most people have a greater respect for something they have an investment in. With this in mind, ask yourself the following questions regarding your present recreation program:

— Is it a well rounded program, offering a variety of activities to a large number of individuals, or is it geared only to a select few? For example, is there a heavy sports program and no special interest group activities? Separate each individual activity and examine it on its own merits.

— What are the goals and objectives of the activity? Are they being met? What does it cost to support the activity in relation to other

activities? Are the participants paying a relative fair share? What about the leadership of the activities? Does it stimulate or is it bound up in procedure?

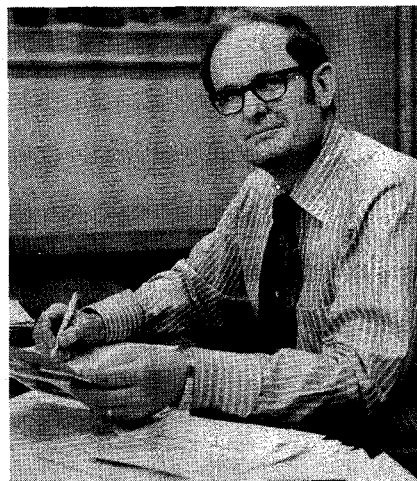
After examining the overall program in this manner you should be able to isolate problem areas and identify those activities that can hold their own and those that really need financial assistance.

Program attitudes are changing through necessity. As an example, the days of the expensive industrial leagues have given way to inter-departmental leagues, with registration fees paid by participating teams to help defray expenses.

Sports tournaments in many areas are now operated on a break-even basis. User fees are being charged to individuals and groups utilizing such specialized facilities as swimming pools, golf driving ranges, ice and roller skating rinks, marina and boat launching facilities and tennis courts (i.e. coin operated lights).

Some organizations have even resorted to renting their facilities to outside organizations during slack time, or when not in use by their own members. About the only activities that continue to receive heavy subsidy are special events such as annual children's Christmas parties, and even those have become less extravagant.

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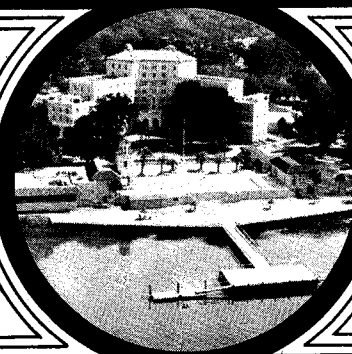
Von Conterno has been manager at Pratt & Whitney Aircraft Club, in East Hartford, Conn., since June of 1970. Conterno has a B.A. degree in education and has served as a recreation and park district program consultant, managed a corporation recreation center and worked as public relations coordinator and youth work secretary.



One program that bears close analysis when it comes to "no-cost" programming is group travel. Here is a program that has a wide appeal, generates a large cash flow and can even produce a profit.



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Low-cost or no-cost programming is becoming more and more popular as the demand for funds becomes greater and greater. As an example, adult education classes in a variety of subjects from golf to Karate can be offered to members at low group rates, at no cost to the sponsor.

The formula is simple: a facility and an instructor and a predetermined number of students equals an adult education class. The instructor and other related costs are totaled and then pro-rated to determine the number of students needed to offer the class at a reasonable tuition. The number of registrants over the minimum number required represent profit. If the minimum is not reached, the class is cancelled. Care should be taken to see that the fee is more competitive than comparable classes in your area; otherwise, there would be no incentive to take your classes over others in the area. Also, there may be qualified instructors right in your own company. It's worth a try and it offers yet another outlet for your member.

Another program that provides a definite service to your members, and yet no cost to you, is that of special interest groups. These groups are made up of people with common interests such as bridge, skiing, retiree activities, photography, etc. These groups, which meet regularly, provide their own leadership and charge dues if they desire. You provide them with a facility and they provide you with another recreational outlet for your members. These groups can also serve as a ready source for volunteers when needed, and can co-sponsor such activities as NIRA Bridge Tournament (bridge group), photo contest (photo group), fashion show (distaff group), and monthly dances (square and ballroom dance groups).

One program that bears close analysis when it comes to "no-cost" programming, is in the area of group travel. Here is a program that has a wide appeal, generates a large cash flow and even has the possibility of producing a profit, depending on how it fits into your organization. I can site as an example the travel

program offered at the Pratt & Whitney Aircraft Club. Three years ago our program consisted of two G T trips to Europe during the company's shut-down, three baseball game excursions, plus three other show trips. Air carriers and land arrangers were contracted separately by the club, as were the busses for the ballgames. A total of 1,729 individual employees participated.

Two years ago we decided our travel program needed to be expanded in order to reach other age groups, and to offer travel at times other than the summer season. Four major charters were contracted, one for each season plus several additional bus trips. Gross sales jumped to \$338,000 with 3,862 employees being carried.

A year ago we had to hire a full time travel professional to handle our trips and tours. We had a total of 34 trips and tours last year, for an estimated gross of \$492,000 with 4,355 members participating. The net profit, excluding overhead was in excess of \$10,000.

This year we opened an agency in our own facility to handle the vast demand for travel and entertainment. We have a service agreement and lease contract that guarantees a monthly income, plus a share of the net profits, prorated quarterly.

We have great expectations with this arrangement and our members have gained an even greater service than before.

Now let us assume you have taken the necessary steps mentioned to insure close financial control in your organization—you have secured the support you need to initiate whatever program reform you deem necessary, you have an established reporting procedure to keep your membership updated on the financial status of your organization.

Most of your activities should have a firm base, which will require only minimal financial assistance. Yet your budget is still in a deficit position. What sources of revenue are open to you? Financial

continued on page 21

At World Airways performance is the best measure of excellence.

This year marks the 25th anniversary of World Airways, America's most traveled charter airline. We have achieved that position by adhering to a standard of excellence from

the start, a position that can bear the closest scrutiny. Why such a standard?

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We have more than 100 flight crews, each one led by a World Captain who meets the highest standards in aviation. These crews are backed up by 400 flight attendants, who are trained at our own school which specializes in

service training for charter groups. We have flown well over 3,000,000 charter passengers some 15,000,000,000 passenger miles. From this we have learned something no one else knows quite as well.

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To begin with, we simply have more people on board to serve more people on board. But numbers alone aren't enough. Many of our passengers are first time travelers to a foreign country. So we try to staff the flight with

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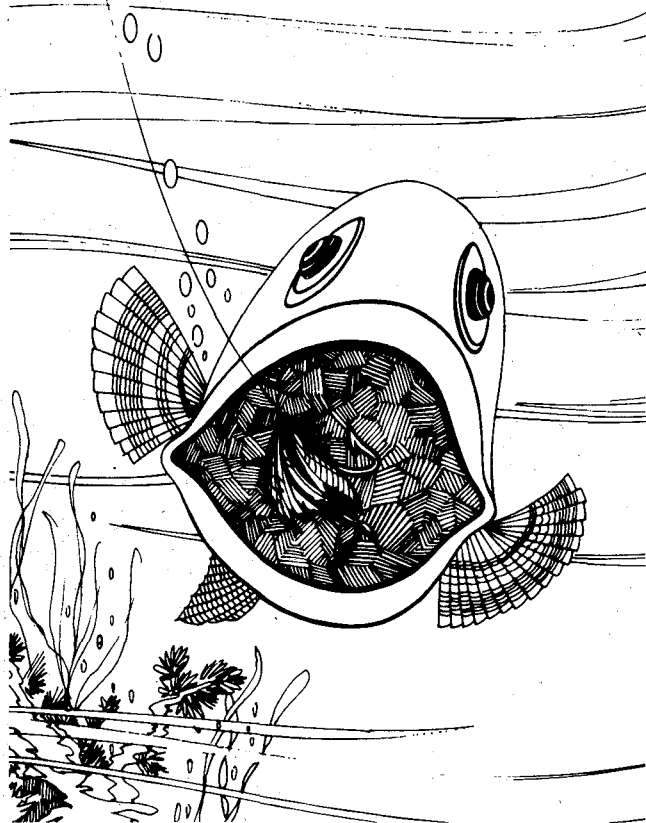
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July 1 to November 1, 1973

Open to all Nira member companies and their families.

Participants may enter as many times as they like. Each entry is eligible for the sweepstakes prize and must be accompanied by the \$1. entry fee.

CLASSIFICATIONS

Bass, Largemouth
Bass, Smallmouth
Bass, White (Sand)
Bluegill
Crappie
Muskel lunge
Northern Pike
Walleye
Trout, Brook
Trout, Brown
Trout, Lake
Trout, Rainbow
Perch

Winners in each class will receive a trophy plus a spin rod and reel from the sponsor, Heddon Division, Victor Comptometer Corp.

Entry blanks and a brochure giving details will be in the mail soon. Entry blanks may be reproduced or ordered from NIRA at \$3. a hundred.

An entry in last year's contest, William Braden of the Timken Company broke the Ohio State Largemouth Bass record with his contest entry. In addition to the contest prize and trophy, Braden received a special Lunker Prize (best fish of all species.)

24th Annual Trapshoot

Arrangements for the 24th National Industrial Trapshoot are well underway, according to Robert Bauer, Armco Association shoot director.

Co-sponsored by Armco Steel Corp., and NIRA, the shoot will be held on Sept. 9, 1973 at the Middletown Sportsman's Club, Middletown, Ohio.

The growing interest in trapshooting is reflected in the number of teams participating in the shoot. At the first shoot 24 years ago, 18 teams entered the competition. In 1972, a record breaking 180 teams, representing some 90 companies from 10 states participated in the competition.

Any industrial company is eligible to participate in the shoot. Teams must be comprised of bona fide employees. Retired employees are eligible with a seven team limit per location.

Team trophies will be presented; individual trophies for the first four teams and individual trophies for the four top individual scores.

The fee is \$10 per five man team. Entries are to be sent to Robert L. Bauer, Armco Association, Middletown, Ohio, 45042 or mail form for additional information.

Robert Bauer
Armco Association
Middletown, Ohio 45042
(513) 425-3889

Dear Mr. Bauer

☐ Please rush information on the 1973 trapshoot.

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Low Cost Programming
continued from page 18

assistance, for the most part, comes to us in a variety of ways, depending on our charter and financial dependency. Some receive direct financial assistance from their companies in the form of monthly subsidies or grants. Others benefit indirectly from various services and commissions. Vending commissions still remain the major source of revenue for most major organizations. These include commissions from food and beverage machines, pay telephones, postage stamps, and various other dispensing equipment.

According to NIRA records, dues are becoming the rule rather than the exception, particularly as the tight money squeeze continues. In fact, many organizations have effected a minor increase in their dues in order to help ease the financial burden.

Many fund raising projects have been undertaken over the years, the variety of which is limited only to the imagination of the individuals involved. From the sale of small merchandise items such as logo jewelry and holiday candy to the

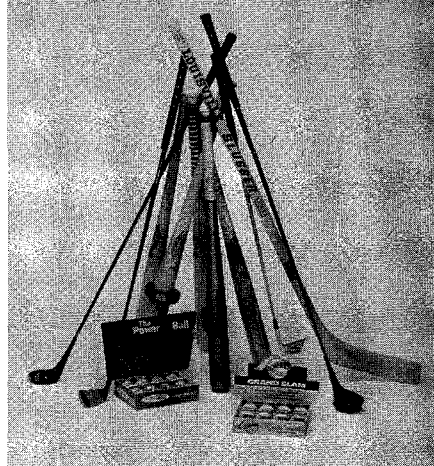
more elaborate and sophisticated company stores and service stations.

Company or employee stores, gift shops, or what have you, all offer varying degrees of discounts on merchandise, dependent entirely on the purpose and objectives of their sponsor. Anyone contemplating a venture of this kind should thoroughly research the subject before venturing into it. Excellent references are available through the NIRA office to its members.

If you are able to offer merchandise at a better price, or activities of a better quality than your competition, or can provide a service that is unique or more convenient, people will avail themselves of it and will be willing and able to pay a fair price for it.

The money for a successful program is there if you have the ambition to create it. Use initiative and imagination in providing direction and guidance to your associates. Be objective and decisive in your leadership. And, above all, be professional. ■

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GOOD THINGS TO READ

PLAY BETTER GOLF. John Jacobs, the pro who coached the British Walker Club team to victory over the Americans in 1971, has written this 96-page paperback for the average golfer. Jacobs' objective is to turn every reader into a consistent low eighties player, by means of illustrated techniques and problem-solving. \$1.45. Arco Publishing Co., 219 Park Avenue South, New York City. 10003.

BICYCLING. One of the co-authors of this compact guide is Keith Kingbay, the humorous and inspiring panelist at June's national conference in Oakland. His love of the sport comes through in the book's highly readable style, covering history, selecting and caring for a bike, rules and skills, where to ride and a helpful bibliography of books, periodicals and organizations. Suitable for ages 12 and up. 120 pp. \$1.50. Golden Press. 850 Third Ave., N.Y.C. 10022.

A LAW FOR WILDLIFE. This model state nongame and endangered species law was developed by the International Association and the Wildlife Society. Its purpose is to seek enabling legislation to manage our nongame wildlife on a state level. Free to readers on an individual mail request basis only. Dr. Kozicky, Director of Conservation, Winchester-Western Div., Olin, East Alton, Il. 62024.

GREAT TENNIS RESORTS OF THE WORLD. Tennis groups on the go can decide which direction to travel by reading this 150-page paperback. Handy reference data on courts, fees, seasons, in 15 states and 15 countries. \$3.95. Feron's, 55 East 44th St., N.Y.C. 10017.

HOW TO BE A TOUR DIRECTOR. A home study course offering "everything you need to know" about tour procedures and problems for air, rail, bus and cruises. The 11-lesson course includes quizzes, sample forms and photographs by the author, Dorothy Maher, an experienced international tour conductor. \$39.50. Maher Travel Publications, P.O. Box 9345, San Diego, Ca. 92109.

DENALI 1972. The new hunting annual published by the National Rifle Association, features articles on wildlife and a current listing of North American guides, shooting preserves and other services. \$1.50. NRA, 1600 Rhode Island Ave., N.W. Washington, DC. 20036.

THE HIKER'S AND BACKPACKER'S HANDBOOK, by Bill Merrill, now in paperback. It offers a complete guide to hiking and packing, from foot care to camp site selection; including map reading and land navigation, clothing and equipment selection, camping and mountain climbing techniques as well as a run-down on supply sources for the lightest equipment and food. It is possible, Merrill says, to camp for an entire week starting out with a 25 pound load that includes everything you need. Paperback, \$2.95, Arco Publishing Co., 219 Park Ave. South, New York.

WINERIES TO VISIT. Burgundy-tinted brochure listing 40 of California's wineries that welcome visitors. 25¢. Redwood Empire Association, 476 Post St., San Francisco, Ca. 94102.

SKI NEW YORK. Facts on 98 ski centers open to the public, including fees, vertical drop, number of slopes, trails, chairs, lifts, equipment rental, night skiing, snowmaking equipment, other winter sports. Free. State Department of Commerce, 112 State St., Albany, N.Y. 12207.

GUIDELINES FOR SPONSORS OF PHOTO CONTESTS, prepared by the Eastman Kodak Company is available free of charge to any company, organization or other group interested in conducting photo competition. The booklet covers basic considerations common to all types of photo contests, a check list of factors to be determined before announcing a contest, sample rules, and legal forms that may be required. How to publicize and advertise a contest is also covered. Send requests to: Department 412L, Eastman Kodak Company, 343 State Street, Rochester, N.Y. 14650.

TENNIS FOR TRAVELERS, by Gilbert Richards, is an international guide to tennis courts available to travelers, at resorts, hotels, motels, public parks and clubs. It covers the U.S. and 140 other countries telling the tennis player "where to play and where to stay". Tennis camps (adult and junior), tennis ranches, and indoor clubs are included. The 232 page paperback is available at \$5.00 at sporting goods dealers, bookstores or direct from the publisher, Gilbert Richards, 407 Blade Street, Cincinnati, Ohio 45216.

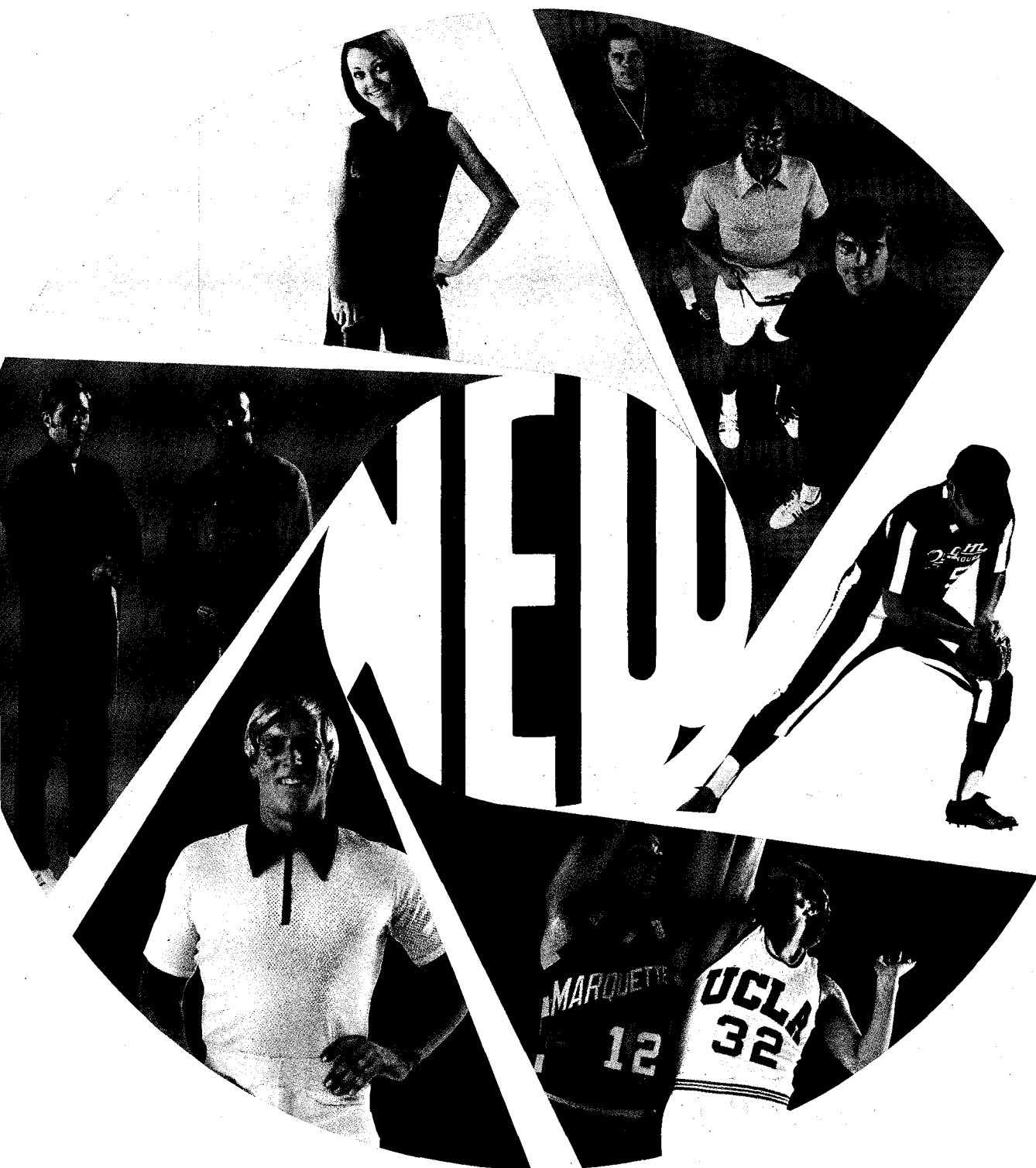
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CAMPING PUBLICATIONS. The American Camping Association has compiled this catalog of its own and outside books, pamphlets and other publications on camping and outdoor activities. Over 300 listings. Write: Publication Service, American Camping Assn., Martinsville, In. 46151.

BICYCLING FOR RECREATION AND COMMUTING. A joint publication of the Departments of the Interior and Transportation, this booklet of 26 pages deals with the legislation and personal action needed to expand the country's current system of bikeways and trails, including promotion methods, theft and safety, an illustrated history of bicycles and a bibliography. 45 cents. Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

MAKE YOURSELF CLEAR! A highly readable book that aims itself at the manager or other professional who sees a problem in his own or his employees communications skills. Written by John O. Morris, founder and head of a firm of management communications consultants, the book focuses on writing, speaking, reading, and listening. How to be effective in face-to-face communications, how to plan and organize an effective report or proposal, how to really listen and see through problems quickly and how to grasp the essence of the written word. \$8.95. McGraw-Hill Book Company, 1221 Avenue of the Americas, New York City, 10020.

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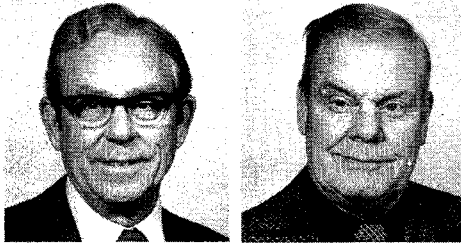
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TRANSITION



RETIRED: Tom Kanary, left, who was in charge of recreation programs for Dow Chemical Company in Midland, Mich., for 30 years has retired.

Kanary joined the Dow recreation department in 1942. He was a member of the NIRA board of directors and served on a number of panels and workshops during his career.

Succeeding Kanary is Sherman R. Olmsted, right, who has been named director of retiree and industrial recreation activities.

Olmsted is a 1941 graduate of the University of Michigan and holds both bachelor's and master's degrees in education and school administration.

Before joining Dow in 1956, he was a coach and principal during a 10-year period at St. Louis Mich., High School. At Dow he has had personnel and industrial relations experience.



APPOINTED: Louis R. Mertens has moved from assistant general manager to general manager of the State-USIA Recreation Association in Washington, D. C.

A native of Miami, Fla., Mertens has a bachelor's degree in education and a master's degree in recreation administration.

In addition to teaching school he worked in public recreation and as an auditor with the Bureau of Naval Personnel before joining the Association.



APPOINTED: Edward J. Kraus a 1973 graduate of George Williams College, has been named Recreation Supervisor of the Employee Activities Dept. of Ford Motor Company in Dearborn, Mich.

Kraus has a master's degree in recreation administration and served as a NIRA intern.



RETIRED: Girdler M. (Mat) Matlack has retired after 19 years as recreation director for ARO, Inc., Contract Operator of the U.S. Air Force Arnold Engineering Development Center at Tullahoma, Tenn.

A charter member of NIRA, a former vice president and board member as well as a certified Industrial Recreation Administrator since 1962, Matlack is a graduate of North Carolina State and completed work at the University of Indiana, university of Louisville, and at the National Recreation and Park Association. Carolina State and University of Indiana, University of Louisville, and at the National Recreation and Park Association.

Matlack began his career in 1937 as director of recreation for the City of Raleigh, N.C. During the four years he spent there, he served as recreation consultant to two governors of the state.

Subsequently, he was assistant superintendent of recreation in Louisville, superintendent of recreation in Pascagoula, Miss., and director for a number of manufacturing companies before coming to ARO.

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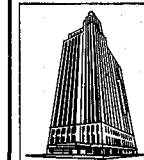
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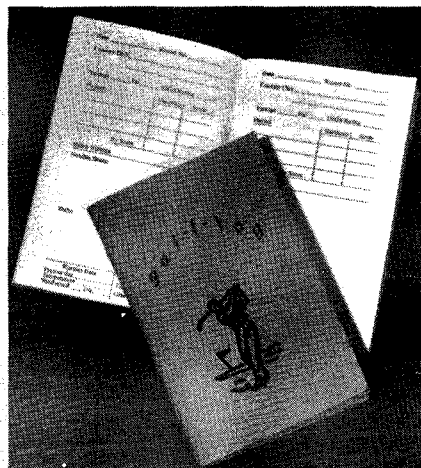
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new products



1. pocket diary for golfers

A new pocket-size diary for golfers provides a handy way for a full season of matches. By keeping all scores together for quick reference, this Golf-log also makes it easy to compute your handicap.

This inexpensive 52 page diary has space for recording comprehensive data, place for describing notable shots and even recording weather and course information.

For use by golf leagues, pro shops or individuals, quantity prices are available.

2. seat ends for temporary seating

Extra seating can be provided quickly, easily and economically with fabricated steel seat ends. Boards fit into channels in the steel seat ends and are held in place by speed-clamps.

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Seats are comfortable, have a non-tilt center of gravity for maximum stability, a comfortable back and footrest which serves as an extra reinforcement. These seat ends, plus boards can provide temporary seating for a lot of people. They can be speedily assembled or disassembled, and store in minimum space.



3. emergency oxygen kit

A "go-anywhere" emergency oxygen kit has been introduced for use by industry, schools, hospitals, travelers, doctors, or homeowners.

The versatile kit contains everything needed to administer oxygen for emergency or therapeutic purposes. It includes more than a 30 minute supply of U.S.P. oxygen, a push-button controlled regulator,

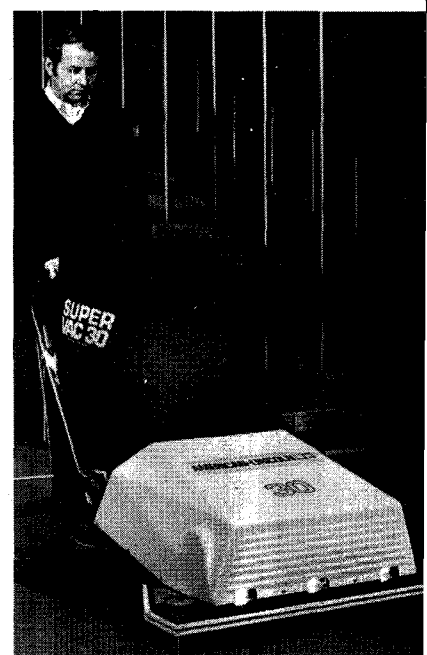
and a reusable, adult-size oronasal mask with five feet of flexible tubing.

The compact, lightweight case is equipped with a handle and shoulder/hand strap as well as a bracket for hanging.

4. ecology kits

Ecology kits for checking water quality of rivers, lakes ponds, wells or the tap water in you home are now available.

Anyone can perform these scientific tests for dissolved oxygen, hardness, chlorides, phosphates and hydrogen sulfide. Water pollution books and even games are also available.

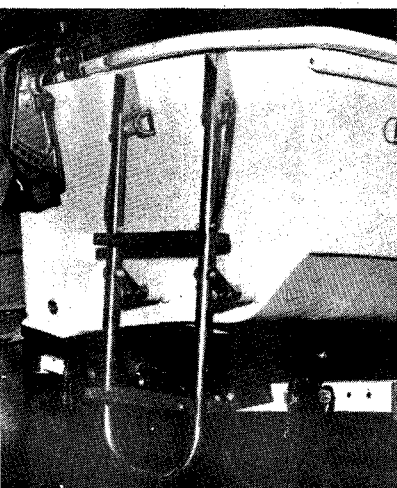


5. wide area vacuum cleaner

A wide area vacuum for cleaning large areas, such as office buildings, ballrooms, banquet halls

showrooms, lobbies, convention halls, auditoriums and waiting rooms has been introduced.

It is easy to maneuver and transport, has a wrap around front bumper, guide wheel for wall protection. Storing is no problem as the bag and handle fold forward to a compact size.



on the green felt game cloth where wells hold beverage glasses, ashtrays and chips for eight players.

Finally remove the top completely for a table that makes bumper pool the highlight of your home. Professional cue sticks, balls and all accessories are included. Table is finished in wood for fine furniture look.

8. buoyancy compensator

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Complete buoyancy control is provided by adding air orally or from the regulator's second stage or venting. Gussets minimize bulk for a comfortable, compact size when not inflated. It has Coast Guard approved hardware and is impervious to sunlight, salt water and other environmental elements.

9. fold-up transom ladder for boats

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9. insect control under flood lights

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Man, 27, with B.S. degree in recreation and park administration seeking job as recreation director, assistant, or sports director. Service completed. Prior college-technical representative for Hughes Aircraft Co. Will relocate. Salary range \$9,000 up. Box 278, RECREATION MANAGEMENT.

Man, 21, with B.A. degree in recreation administration seeking job as recreation director or similar position. Will relocate. Salary open. Box 279, RECREATION MANAGEMENT.

Man with B.A. degree in business administration and study in recreation administration is seeking job as director of recreation, community services, employee services or training. Salary open. Box 280, RECREATION MANAGEMENT.

Man with B.A. in recreation is seeking job as recreation or sports director. Salary open. Will relocate. Box 281, RECREATION MANAGEMENT.

Man, 23, with B.S. degree in recreation education is seeking job as recreation or program director, national park officer in either operations or administrative areas. Desires to locate in Western U.S. or Canada. Salary \$8,000. Box 282, RECREATION MANAGEMENT.

Man, 24, with B. A. degree in physical education, teaching certificate and M.A. in recreation and park administration seeks job as supervisor, programmer or assistant recreation director. Has served as graduate assistant and recreation supervisor. Will relocate. Salary \$9,000. Box 283, RECREATION MANAGEMENT.

Man, 23, with B.S. in recreation seeks job as industrial recreation administrator, programmer or supervisor. Will relocate. Salary open. Available immediately. Box 284, RECREATION MANAGEMENT.

Man, 22, with B.A. degrees in recreation and radio/TV seeks job as outdoor facilities director or recreation director. Will relocate. Salary \$9,500, Box 285, RECREATION MANAGEMENT.

Man, 24, with B.S degree in physical education and recreation seeks job as recreation director or assistant physical director for community center. Will relocate. Available immediately. Salary open. Box 286, RECREATION MANAGEMENT.

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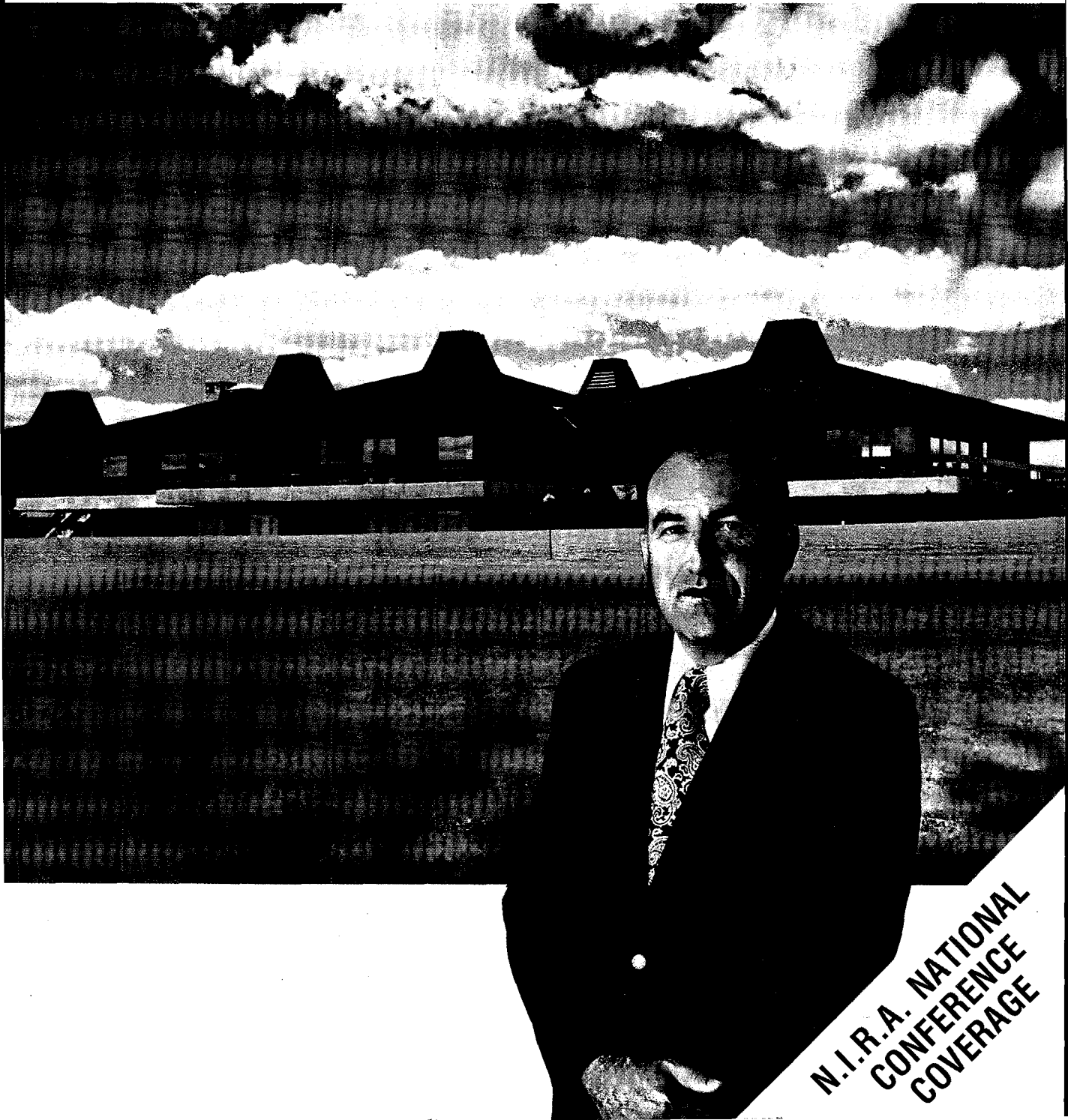
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recreation management

THIS ISSUE:

on Exhibits Awards Seminars Past Conference Tour



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recreation management

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About The Cover



This month's cover shows NIRA's new president Edward M. Bruno with the 3M Company Tartan Park recreation facility that he supervises.



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World Air Center, Inc., has grown into a \$14,000,000 facility on 60 acres at Oakland International Airport. Not only does it service our own jet fleet, but those of 14 other airlines as well.

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**Namely, we know how to make
a full planeload of people feel first class pleasure.**

To begin with, we simply have more people on board to serve more people on board. But numbers alone aren't enough. Many of our passengers are first time travelers to a foreign country. So we try to staff the flight with

people who know that country and speak its language. In fact, our flight attendants who are multi-lingual, collectively speak over 30 different languages. A service really appreciated by a group originating overseas.

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nira news

Critics Choice at LERC Art Show

Two sets of awards were presented at the Lockheed Employee Recreation Council's third annual all-employee art show this year.

The first set consisted of the red, white and blue ribbons awarded by the professional judges in each snow s categories. These judges also chose a "Best in Show" from among the first place winners in the various categories.

The other set of awards, given for the first time, were known as the "Critics Choice Awards" and were determined by the people who attended the show.

Each guest was asked to select his or her favorite entry, regardless of category. Work getting the most votes received a special blue ribbon, the runner-up was awarded a special red ribbon and the second runner-up a special white ribbon.

Because of the increased interest

shown in carving and sculpture this year, these items were judged separately.

The show was free to the public and complimentary refreshments were served.

Gruman Holds Tee Clinic

Grumman Aerospace Corp., Bethpage, N.Y., sponsored a golf clinic to help employees improve their golf game.

Conducting the clinic was Mike Cherry of the GAA staff who is a PGA member and teaching pro for the past 20 years.

Instructions covered were: stance, grip, swing, pitching and chipping and many other fundamentals that are so easily mislaid along the fairway.



Softball Season In Full Swing

Approximately 1400 personnel at McDonnell Douglas, St. Louis, are organized into 73 softball teams this summer. There are 66 teams for men and seven for women.

The action in most games is typical of that shown in this photograph where Carole Grommet of the Goaldiggers is at bat in a game against the L'il Rascals.

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travel spotlight

Planning A Group Ski Vacation

By Tom Green
Rocky Mountain Travel
Salt Lake City, Utah

A skiing vacation for a whole group is different than a regular package tour.

A well-informed trip chairman can arrange a good trip at a good price, if he keeps in mind a few things to look for, and especially to watch out for. The main idea is to get all the facts possible.

In selecting a destination for your group, keep in mind their primary interests. Some ski resorts are highly commercialized, with a special atmosphere, plenty of night life, great for the lodge skier—and usually high priced. For the serious skiers find the resorts that are sure to have snow, good lift accommodations, and a wide and enjoyable variety of runs for the novice to the expert.

The heart of the trip is the Ski Package. Know what you're getting and beware of padded packages! The major items to be considered are:

1. Air travel
2. Lodging
3. Lift passes
4. Transportation (possibly)

Many tour operators add frills like daily ski reports, a free drink, free admission to clubs, and almost offer, "at no extra charge", white snow and clean air. While the frills are nice, don't let them impress you when listed among the real features.

Also important is to watch the fine print for restrictions such as, "good for 40 or more", "good only on these dates...", "based on four persons/room". Such conditions may fit your plans, but be aware of them.

Other things to watch for are:

1. Lodging—what does it include? taxes? meals? private bath? type of beds? how many/room?
2. Ground transfers to hotel or lodge.
3. Meals—what's available?
4. Lift tickets—cost and restrictions
5. Proximity to lifts—will you need transportation?
6. Parties
7. Ski lessons
8. Ski rentals

A group of 15-20 or more with some good bargaining can bring the individual cost down 20% or more. Use the services of a good agent with experience in the ski travel business. It's his job to do the legwork, handle and coordinate reservations, deposits, schedules, etc.

Most airlines offer group rates, be sure you are getting the best. Charters can usually save large groups quite a lot. Be sure, well in advance, that planes will be available. Find out who the charter flight is with and if they are secured to cover your trip. Too many charter passengers have ended up with no ride home.

Above all, when the facts are gathered and agreed upon, get it in writing, for everyone's protection. When you know you've covered everything, then even you can get out on the mountain and enjoy the snow. ■

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news in brief

Movie Making Explained

"Basic Movie-making," a new 16-minute movie from Eastman Kodak Company, is designed to introduce any group to the action-packed world of behind a movie camera.

The 16mm color movie demonstrates how to plan a movie, and how to capture scenes that best tell a story as it happens, using actual situations.

Movie-making mechanics, types of shots, different length shots, use of different angles, and simple backgrounds are reviewed in documentary like footage which emphasizes filming things as you see them.

Hints on how to keep a camera lens clean, how to use a zoom lens effectively, and when to use a splicer are offered in a section which concentrates on camera care, special features and accessories.

Finally there is a brief discussion on how to make a movie showing more enjoyable for an audience and a subtle visual review.

Suitable for use in organized club activities, schoolrooms, community adult education courses or senior citizen projects, "Basic Movie-Making" is available free for group showings from Eastman Kodak Company, Audiovisual Services Library, Department 396, 343 State Street, Rochester, New York 14650.

Women Bowl Perfect Games

Perfect games by Dorothy McMullen, Madison, Ill., and Kenda Williams, Amarillo, Texas, push the 1972-73 output of Women's International Bowling Congress sanctioned 300's to seven.

Mrs. McMullen, a 169-average bowler, rolled her 300 in the Ladies Classic League at Bowland in Granite, Ill. It was the first 300 by a woman in Bowland.

Mrs. McMullen has bowled for 17 years and 20 years ago pitched a no-hit softball game. She may be the only woman who can claim perfection in both sports.

Miss Williams, 20, is a product of Amarillo's junior program. She averaged 150 in two leagues last season but has 171 average at Amarillo Bowl where she notched her perfect game, the first ever by a woman in Amarillo history.

Symposium Planned

A second symposium of snowmobiles and other off-the-road vehicles will be held by the Department of Park and Recreation Resources, Michigan State University, September 5-7, 1973.

The purpose of the conference, entitled "Snowmobiles and Other Off-the Road Vehicles, Their Social and Environmental Impact," is to draw together researchers, land managers, user representatives and industry spokesmen into a working forum.

During the conference, the latest developments in this rapidly changing field can be presented and discussed with the intention of plotting a course for the future—one that will yield maximum benefit to society while minimizing social costs from use of ORRV's.

For further information write: Donald F. Holecek, Symposium Coordinator, MSU, Department of Park and Recreation Resources, East Lansing, Michigan 48823.

Leisure Spending to Break Records by 1977

While hunters and fishermen already report record spending on their leisure time activities, nationwide leisure/recreation spending generally is expected to be up considerably in the future, according to the Midwest Research Institute.

A recent study says \$100 billion will be spent per year for leisure/recreation nationwide by 1977. It says that the average family takes 2.8 vacations and 4.6 weekend trips per year. The largest growth areas are expected to be in the areas of camping and bicycling.

New Trail for Horseback Riders

Horseback riders in Michigan can now saddle up and enjoy a new bridle trail in the Barry State Game Area.

The marked trail starts at a horseman's camp ground in Yankee Springs Recreation Area and goes about nine and one-half miles through an adjoining sector of the Barry State Game Area.

Developed in cooperation with the United Michigan Horsemen, a Lansing-based organization, the new trail is an experiment to see if our wildlife improvements can work effectively with non-hunter activities, such as bird watching, berry picking, and horseback riding in the same area.

General Motors Exec Talks to Students

(Purdue University)—There is more input of youth into institution nowadays, causing changes, and the system is no longer predictable as in the past, a General Motors Corp. executive told a class in personnel relations in the School of Industrial Management at Purdue University.

Speaking to a standing-room-only class, Dr. Delmar L. Landen, director of organizational research and development at General Motors Corp., Detroit, Mich., said we must question the quality of the institution. Are they serving mankind? The system and individuals are in a state of conflict."

Talking on the "Organization and People," Dr. Landen declared that most businessmen are egocentric and involved in conformity. They play the game according to the rules and tend to emulate those who have been successful before them," he said.

"Work can be the most self-fulfilling thing we can do. How do we redesign work and the system—that's the question," Dr. Landen added.

Hitting on the current trend to protest, Dr. Landen pointed out that protest is very valuable in a democracy. "The quality of the protest, however, is important. It must have meaning to be successful," he asserted.

He told the students that we are on a collision course. "What's going to be the future destiny of the country, and for you? Bureaucracies have a built-in destruction—not subject to change. There is an accelerating of technical change which has created a sociological lag."

He pointed out the problem of churches dying with their funds and membership down. "The same is true of American industry, obviously because of too many problems caused by social institutions."

He said that some persons just don't want things changed. Others just don't want to be bothered—just to along in the same old way.

But motivation is a human quality and a human need. "To try to fulfill the need gives direction," he explained.

Landen, who has a Ph.D degree in psychology and has been with General Motors for 14 years, punctuated his lecture with illustrations and kept his audience spell-bound. He challenged the students to have a better understanding of people "who are the most important asset any business has."

Separate Sports Programs for Women

The Division for Girls' and Women's Sports (AAHPER) has taken the position that girls should have equal but separate sports programs.

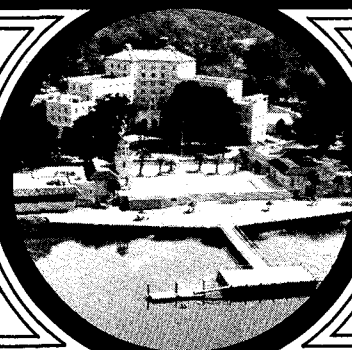
In announcing its stand, the DGWS said, "The several court cases which sought to give girls the right to play on boys' teams could not be viewed as presenting a solution to the future of sports for girls and women. There are few girls who can qualify when competing with boys for positions on a team. This, then, means that the majority would not be served at all. Further, it is logical to postulate that in most cases where girls have teams in sports that are unavailable to boys, the boys could request to play on the girls' teams. This would put us back where we started, with few, if any, sports opportunities for girls and women."

The DGWS subscribes to the belief that teams for girls and women should be provided for all girls and women who desire competitive athletic experiences, and that funds, facilities and staff should be available for the conduct of these programs.

"While positive experiences for the exceptional girl or woman competitor may occur through participation in boys' or men's competitive groups," the division adds, "these instances are rare and should be judged acceptable only as an interim procedure for use until women's program can be initiated.



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Edward M. Bruno
President
National Industrial
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NIRA's New President

Helping to bring sound recreational concepts into practical shape and form is one of the many abilities of NIRA's new president, Edward M. Bruno of 3M Company, St. Paul, Minn.

The beautiful 483 acre Tartan Park recreation facility pictured on the cover is one of the projects he has had a part in planning and developing during his 10 years with the 3M Company.

Discussing the need for employee recreation, Bruno noted that perhaps one of the most basic needs of man is the need for activity. Coupled with man's natural competitive urge, employee recreation becomes a challenging part of today's industrial relations programming.

Bruno said he is joined by the current board of directors in his primary object for the year, to increase membership and thus enable more recreation directors and company executives to have the benefit of professional skill in planning and developing programs.

Coming to 3M directly from college in 1957, Bruno was a volunteer in the employee program, serving as president of the recreation club and chairman of large committees until he joined the recreation staff in 1967. He is now supervisor of Tartan Park which serves the 3M's main office in St. Paul.

The 3M Company is a world wide manufacturing company producing in 45 major product lines. It has plants, laboratories, distribution centers and sales offices in 43 states and 37 foreign countries. Each facility has a recreation club.

3M's sales last year amounted to two billion, 114 million dollars and 71,000 people are employed by the company world-wide.

3M was founded in 1902 in Two Harbors, Minn., and the first 3M Recreation Club was formed in 1935 at St. Paul, with 400 members.

The 3M Club program supervised by Bruno offers about 50 diverse recreational activities for over 14,000 employees and their families in the St. Paul area.

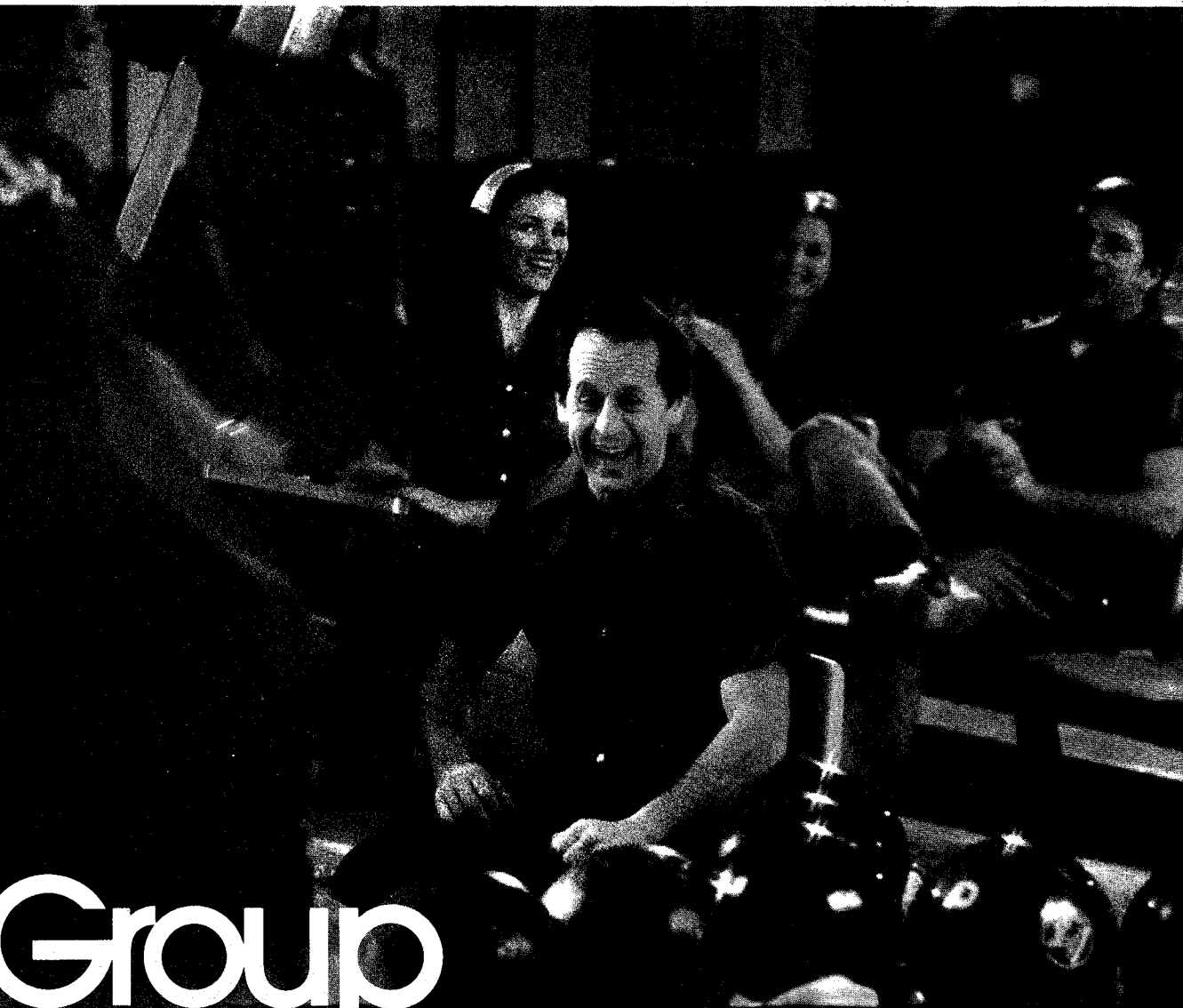
Site of most of the activity is the Tartan Park facility on the edge of St. Paul. The park has 80 full time and part time employees of its own and its facilities include an 18-hole golf course, four tennis courts, a ski hill with rope tow and chalet, four softball fields, two family picnic areas and a club house with food and beverage service.

The cultural programming features what is believed to be the only language program in industrial recreation with 80 members studying foreign languages during their lunch periods.

An astronomical society is available to members as well as an excellent music program with a concert orchestra, and a 16 piece modern dance band. Over 90 members participate in the men's and women's chorus.

Bruno is presently involved in development of a competitive sports area and a trap and skeet range both now under construction at Tartan Park.

Bruno's planning and development skills along with his understandings of recreation purposes and priorities will greatly serve the National Industrial Recreation Association during the coming year.



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32nd Annual

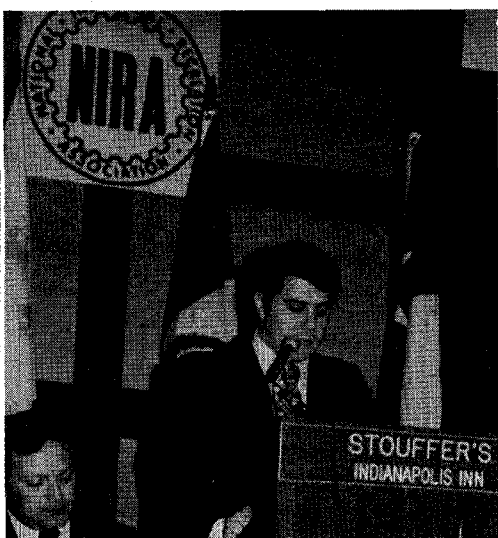
Conference

& Exhibit





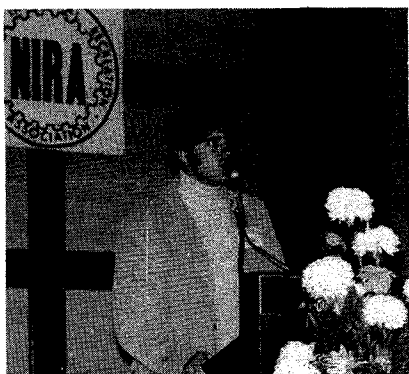
NIRA Directors: top row from left: Thurston Erickson, Bill West, Richard Wilsman, Joseph Schranck, Robert Eppley, Charles Placek, George Grigor, James Tolbert, Michael Fryer; middle row from left: Roy McClure, Al Porter, Hubert McGee, Dave Shanker, Ken Wattenberger, Nick Miketinac, William DeCarlo, Andrew Zandany; seated: Fritz Merrell, Howard Bunch, Miles Carter, Edward Bruno, Gary McCormick, Arthur Conrad, Melvin Beyers and John Meyer. Not Pictured: Jose Emilio Amores, Mary Kennelly, Eugene Miller, Joseph Scalzo, Howard Honaker and Richard Powers.



Michael Fryer, NIRA executive director addresses the conference.



Speakers Teresa Von Zitter, fashion designer and Jane Luckenback, artist, present women's program.

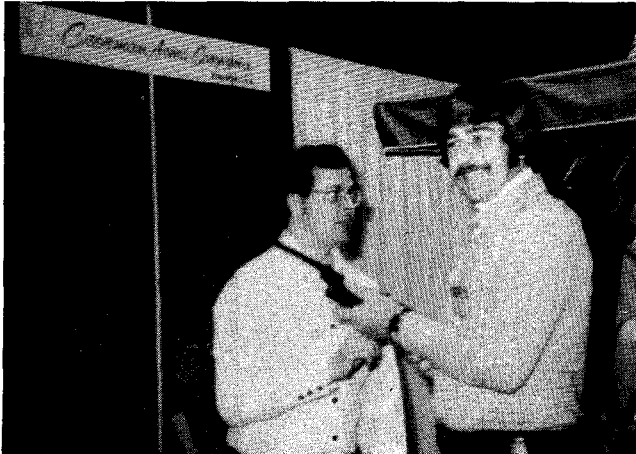


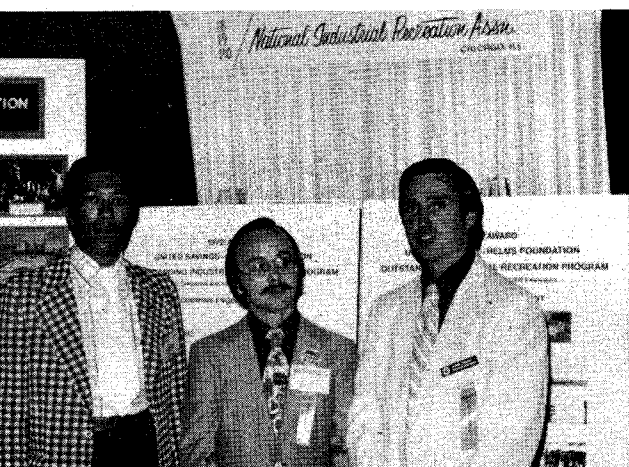
Sam Posey, USAC 1972 "Rookie of the Year" Driver, representing Norris Industries Racing Team speaks at closing banquet.

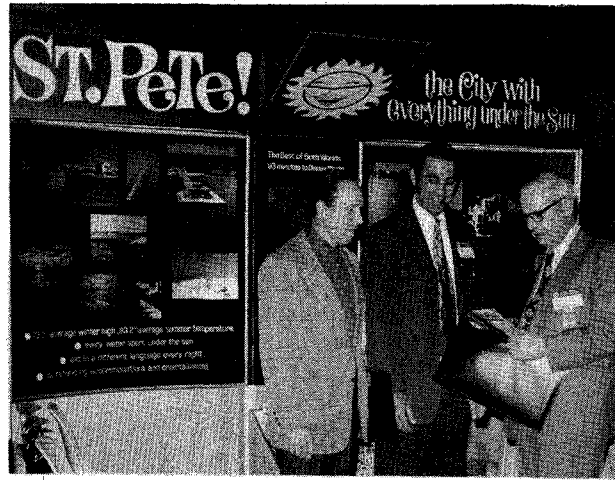


Delegates tour E Cummins Engine Company recreation park and facilities at Columbus, Ind.

Focus on: Exhibits







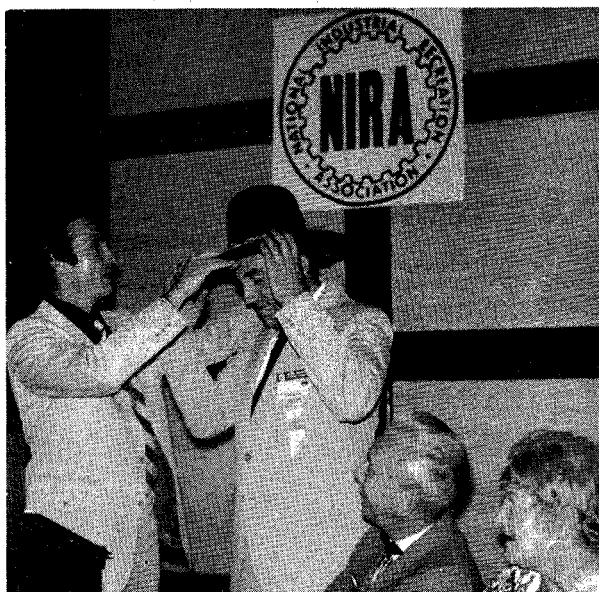
Focus on: Award Winners



Martha Daniell speaks after receiving President's Award from out-going president, Gary McCormick.



Shirley Prince, right, is crowned Miss NIRA. Kay Stephenson, runner-up is pictured on the left.



Gary McCormick, out-going NIRA president presents new president Ed Bruno with Western hat in honor of new office. Mr. and Mrs. Ed Meith look on..



Ann Peterson Flick-Reedy aquatic director receives Certificate of excellence assisted by Art Conrad left and Miles Carter, right.



Shown with Helms Awards, from left, Steve Waltz, Cummins Engine Co.; Charles Bloedorn, Goodyear Tire & Rubber Co. and Albert Porter, Raytheon Co.

Focus on:

Post Conference Tour

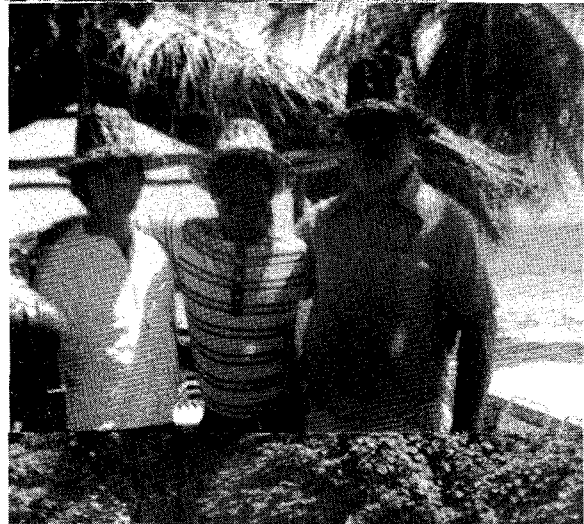
Runaway Bay Hotel



Left to right: Jimmy Wright, Resident Mgr., Runaway Bay Hotel; Fred Wilson, Jamaica Tourist Board, Shirley Prince, Miss NIRA, 1973-74, Miles Carter, McLean Trucking Co., NIRA President-elect, Michael Luckenbach, Assistant Executive Director, NIRA.

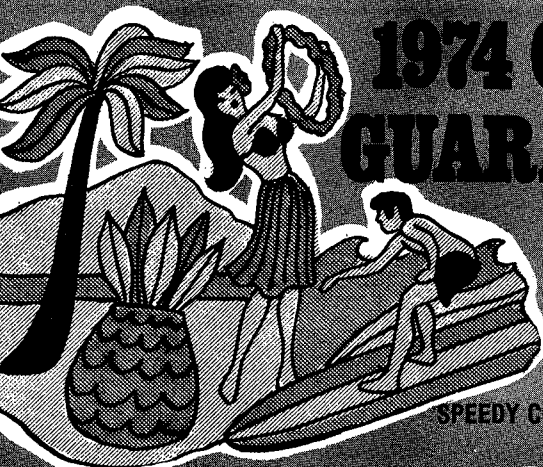


Members of NIRA Post Conference Tour being served champagne aboard plane for Jamaica. "Fantastic trip, one continuous party," said Jack Frain of McDonnell Aircraft Company. "Everyone did an out-standing job to make the Jamaica tour a most memorable one," said Robert J. Benn of Grumman Aerospace Corp. "We were treated like VIP's from Indy to the Bay; our thanks to NIRA for getting it all together," comes from Alice Freauf, National Cash Register Company.



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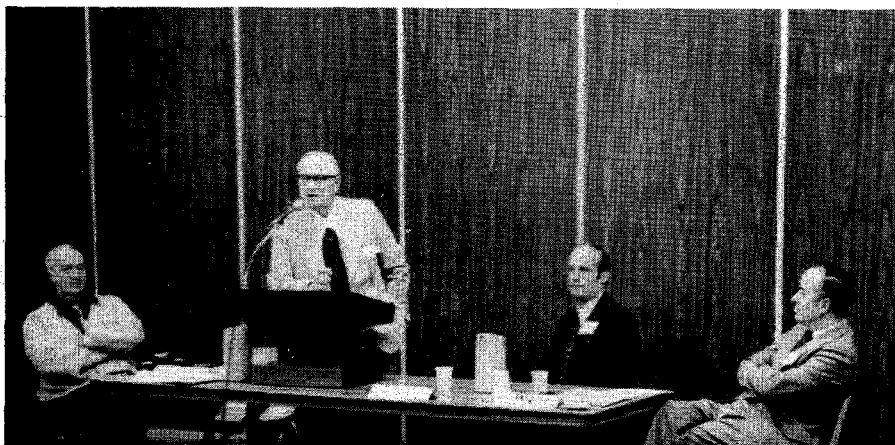
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Focus on:

Seminars



From left: Howard Bunch, Arthur Conrad, Ben Borne, Donald Garretson.

NIRA Seminars Well Attended

Excerpts from Conference discourse by:

DONALD E. GARRETSON

*Vice President
3M Company*

As a CPA and a financial officer of a large company, I know a thing or two about audits. Financial audits serve a very useful purpose in business, as I need not remind you.

We hear more and more about a new kind of audit, called a Social Audit . . . and it, too, can serve a very useful purpose in business. As a financial officer, I am as concerned about the results of the Social Audit as I am about the purely financial

audits of my company's operations. And you, as recreation directors, should be, too.

If business, generally, flunks on its *social* audits, then business and society will become adversaries in a dispute which neither can win and in which all of us will certainly be losers.

This is why, when I try to evaluate 3M's return on investment in industrial recreation, I am inclined to place a very high value on the benefits received. This value shows up in our financial statements—indirectly but nevertheless realistically—through the quality of the employees that we attract, train and retain. It shows up

in the productivity of our work forces, and in the attitudes of workers, their families and the community. It also appears as an enormous credit in any Social Audit.

Industrial recreation represents an important commitment to the "quality of life" for a company's employees. It is a quite visible commitment. It is a commitment which also helps a company, as an association of individuals, shape up to its broader responsibilities to society as a whole.

As I look at it, a company's responsibility to its employees, and its responsibility to society, are very similar. In a real sense, out

social responsibility—to employees, to customers, to suppliers, and to the public . . . as well as to the owners . . . is to *make a profit*. If the operation is without profit, the employees have no job security for the future . . . and the customer has no assurance of the continuing availability of the products and service he needs. And the suppliers will have no sustained opportunity to sell their goods. Finally, the public has no tax income . . . and, indeed, may have to assume responsibility for the employees of the failing company or even its suppliers.

Profit goes hand in hand with social responsibility. It is *not* incompatible with it . . . as some would like us to believe.

3M has a Committee on Social Responsibility. I'd like to quote from its charter:

The objective of 3M Company is to produce quality goods and services that are useful and needed by its customers, acceptable to the public, and in the best interests of the global economy—and thereby earn a profit, which is essential to perpetuation of the useful role of the Company. 3M profit is not an abstraction. It is the wherewithal to support individuals, government and social institutions through salaries, taxes, dividends, purchase of goods and services (and) contributions...

The document then goes on to list broad categories of social and human concerns which the Committee is charged to review.

If you share this view, namely, that a company serves society by "doing its thing," as the young people say . . . and that profit is the key to this service . . . then it is evident that there is no basic conflict between the orderly conduct of business and the meeting of our social responsibilities. This is an important . . . I should say an auspicious . . . coincidence of goals, both for financial executives and for recreational directors. I for one certainly welcome your collaboration!

What does this collaboration in pursuit of these common goals consist of, in operational terms for you?

As a financial officer, I would place upon the recreational director the burden of conducting a regular review or self-audit of his program.

He should try to measure its costs in comparison with actual financial benefits received. If it helps, he should think of his program as a profit center, and be sure the "profit" is there.

This sounds theoretical but is it? You recall my poking a bit of fun about the difference between *earning* a given salary and being *paid* that salary. Before the "pay" part occurs, management has to put a price tag on the value of *your* contribution to the corporate goals. If *you* can't do it . . . or haven't tried . . . how can you expect your Senior Management to do so?

Is productivity increased? Really? Or do you just think it is? You should be working with the appropriate people in your company to find out how they measure this, and then keep your eye on it.

Is turnover reduced? Know the figures and see if someone can help you establish the dollar cost of high turnover. Explore if you can *why* some people quit. Ask if your programs could have changed their decisions.

What's the cost of hiring a new employee? See if someone has any survey or "feel" as to why recruits are attracted to your company. Does your activity constructively aid recruitment?

None of these indices is exactly measurable . . . and your contribution to their change is impossible to measure. But the exercise of your reviewing them which your associates in management will help keep your "eye on the ball."

Equally important, it may open up a dormant communication channel with your associates in management. They will see you, and your efforts, in a new light. You'll understand their problems and how you can help on those problems. They'll understand your problems and what support you need from them.

If any of these indexes of productivity take a downward turn, consider what you, as a member of the management team, can do to turn them around. Just as the problem will not be all of your creating, so, too, the solution must come from many quarters. Industrial Relations, the Personnel Department, the Employment Department and Employee Communications . . . all these and others will have a role to play. But,

certainly, Industrial Recreation can be part of the solution—not in splendid isolation, but as one of several members of the management problem-solving team.

Note that I think you as a *part* of the Management team . . . I hope you do, too. You are often given a remarkably free hand in the development and execution of your programs. If this reflects your fellow-manager's confidence in your broad managerial competence and judgment, it is great! But if it reflects a separatism on your part . . . or an ignorance of your contribution on their part . . . then it is a bad thing indeed!

Establishing a costs/benefits ratio for industrial recreation programs is not easy. I'm not even sure it's possible. Certainly it can never be done with absolute precision . . . but the attempt must be made.

Maybe a couple of points will help you and your management get started on this effort:

First, be sure you know your costs. And be realistic about them. Your costs represent profits foregone. Did you really generate *savings* substantially in excess of those costs?

Is industrial recreation funded from the profits shown by your corporate vending machine program, as is so often done? Do not assume that there is no corporate cost involved. The vending operation was set up at cost—in space, administration and the forfeited opportunity for more profits.

Remember, too, that it is sheer happenstance if the income from your vending operation exactly matches the costs of a recreation program of the scope appropriate to your particular needs at any given time.

Second, be sure, too, to define your goals carefully and to know what it is you are trying to measure.

What is productivity? An assembly line that moves faster, day after day after day? Such productivity, to the extent it could result in fatigue irritation and low employee morale, would be a short-term benefit indeed.

Productivity is, without attempting a final definition, a sum of many things: wise use of resources, both

human and material...elimination of waste time and motion...low absenteeism and low turnover...these are just some of the things. Industrial recreation does not hold the total answer to them all. But employees who have positive attitudes about their total relationship with the company will have the company's interests at heart. They will take pride in their work and be challenged by it. Such employees are indispensable in achieving maximum productivity.

You know all that...that's why you're here...but I'm urging that you get a lot more objective and try to measure these things.

Is there a good overall measure of productivity? Well, sales per year per employee is a rather frequently used measure, though, again, a score of things contribute to it, not the least of them being inflation. Divide your annual sales by the average number of employees. It's a rough gauge, but useful in spotting trends, and stockbrokers are not above using it in measuring the performance of a company.

In a book titled "Shaking the Money Tree," published last year, the authors, two prominent financial analysts, state, and I quote: "Faced with the constant pressure of rising wage costs, 3M has achieved much of its earnings improvement by increased employee productivity."—Unquote.

They go on to cite an increase in sales per year per 3M employee from \$20,400 in 1965 to \$25,600 in 1970. I can extend their figures by telling you that in 1971 our sales per year per employee had risen to \$27,200 and in 1972 to \$29,500. Did our employee recreation program have a role to play in this improvement? You bet your life it did!

There is another measurement that can also be useful to you, and that is the employee attitude survey. Conducted on a regular basis to develop trends, surveys of employee attitudes on a variety of work-related issues can tell you a good deal about the effectiveness of your programs. Maybe you can have an input into certain of the questions in the surveys to help get

responses which are more directly applicable to your programs.

All of this is probably rudimentary to most of you. All it amounts to is: know your costs, and try to relate them to the contributions you make. And be sure both are realistic. If you can do this, we'll pass both the financial audit and the Social Audit with flying colors.

And now, I would like to spend the few minutes which remain to me by touching upon some of the changes in our society which will bear upon the role of industrial recreation programs in the years ahead.

If present birth rate trends continue, the generation which is now growing up will live in a different world of business opportunity.

In a society characterized by rapid growth such as ours has been for some time, the number of people in each age category grows smaller as age increases. There is a sort of pyramid of age categories with the young groups being the largest. One result of this has been that, in a growing business, which is also structured like a pyramid, the deserving, long-service employee has had a pretty good chance of being promoted into the more responsible position which he deserves and wants. As his company grows and he matures, he has a good chance of moving into more challenging positions.

This seems to be changing. Within a generation, at least in this country, there will be more middle-aged persons than young people. We will no longer have an age pyramid. There will be more congestion nearer the top, and this means *competition*, because business organizations will continue to have fewer positions at the top than at the bottom. By the standards normally applied today, the job enrichment of many workers may appear to have been arrested.

This same thing will occur if your company's growth slows up.

If promotions come fewer and farther between, job enrichment will have to be achieved in new ways; recreational programs, as part of the solution, will be put to a new challenge in the increasingly competitive

work future that appears to face many Americans.

Still another dramatic change may be part of the more immediate future for some of us: the four-day workweek. If it comes, it could cause fundamental changes in the ways in which Americans work, play, study and conduct their family lives. This could put increased demands upon industrial recreation programs and the flexibility of their schedules. Will you be prepared?

Then there's the flexible work schedules we see operating in Europe. Under these, employees can select their own working hours...or even vary them from day to day...provided they comply with certain work-required limitations and put in the required total work-time per pay period.

Whether it's reduced promotional opportunity or the four-day week, or flexible work schedules, or a multitude of other possibilities, there will be changes, and the success of your programs in meeting the challenge of change will, in my opinion, depend on the extent to which we evolve beyond the "sweatshirt and whistle" image.

Don't get me wrong. Sports activities have been a keystone of your programs from the beginning and I have nothing against this. But as I said earlier, I think your function as a part of management is bigger than that. It's certainly heartwarming to see some recreation directors taking a broader view of their programs. This can only increase their effectiveness in achieving the corporate goals.

I would urge each of you to do some "consumer research" of your own and determine if there is not a need also for broader *non-sports* activities in your programs—music, art, drama, adult education, and many more. Programs in these areas can be developed at a lower cost than many athletic programs, and will result in a wider base of support.

Consider especially the *educational* possibilities of industrial

recreation. These will become much more important if it proves true that future employees will encounter frustration in their attempts to learn new skills and assume new responsibilities in job-related ways alone.

Consider, too, the role industrial recreation can play in encouraging broader employee participation in community service programs. This, too, will be increasingly important as the leisure time available to all of us increases. It can be done at extremely low cost, and can have important benefits not only in employee relations, but in developing a stronger tie between business and the community as well.

To many employees—I am one of them—community involvement is a means of recreation. Chairing a United Way Committee or serving as a director may not be every man's way to relax, but many thrive on the opportunities provided by just this sort of "participation event." The same comment could apply to school boards, youth groups, social service organizations, church activities and, indeed, participation in politics. I for one feel that industrial recreation programs should encourage outward-reaching by our employees. The results can enhance the effectiveness of our programs, and the good image of our firms, with relatively little investment on your part.

You might suggest employee participation in worthy civic activities in your newsletters, and on bulletin boards in your facilities. Or act as a clearing house for volunteers.

Leisure time creates needs in all of us which industrial recreation programs can help fulfill. One need is for ego-gratification, a need to become "doers." There is a growing interest...for which we can thank the young people who are just now entering significantly into our work forces...in getting involved in social problems. If business does not provide the outlet, it will be provided by others.

As we in industry broaden our social awareness, we should keep in mind that sports programs are not the be-all-and-end-all of industrial

recreation. We should be an outward-reaching arm in serving the interests of the entire community of which our companies are a part.

This, too, shows up as an enormous "credit" in the Social Audit we all must face. ■

Excerpts from conference discourse by:

BEN BORNE
Vice President
Motorola, Inc.

Our topic today is return on investment which, as you all know, is the toughest measure of a manager. When the scores are turned in, those who rate among the best will be those:

- 1) who have the personal attributes to get things done through others, and
- 2) who are able to marshal the most productive assets, including the human assets, and maximize the return on those assets.

There are five major acceptable methods for figuring rate of return. Even if I were finance oriented, I could not bring myself today to talk about these methods—to concern ourselves with whether the accounting method is better than the playback cash recovery method—or whether the Improved Machinery and Allied Products Institute method is superior to the so-called Investor's method.

We need to know return on investment is important, but we also need to know how our management skills are brought to bear on achieving a fair and necessary return.

Let's discuss, rather, the value of human capital. Let's discuss the investment that gives the greatest return of all—managerial competence.

First, let's talk briefly about, of all things, corporations.

Each age is characterized by its dominant social institution. There have been ages in which the church was dominant; ages in which the military was dominant; ages in which political entities, as in the days of kings, were dominant. The institution that sets the style and pace for the latter part of this century

is the corporation. It is time we tried to understand better what corporations are and what it is they do. I urge you to spend whatever time is necessary to know that subject better.

For today's purpose, I need only remind you that the corporation is in a state of profound transition from a monolithic, bureaucratic hierarchy to an increasingly democratic free form team cooperation.

The hierarchy will continue—it is part of the behavioral phenomena that persons engaged in a common enterprise will naturally form pyramids and hierarchies.

But in this new style of corporation, creativity and innovation find quicker and richer reward than they did only a decade or so ago.

The creation of an environment in which even the most specialized skills can find social and economic utility, and in which the individual can find personal satisfaction, is one of the ways in which corporate creativity expresses itself.

Let's continue with our review of the times, so to speak. While the corporation has been changing, other things have also. In this century there has been a great increase in the scope of individual action—a huge increase in freedom—freedom to move about, freedom to choose among tens of thousands of careers, freedom to develop personal life styles and values. These new freedoms have brought new problems of how to keep order, how to maintain the cohesion and the essential unity of our society.

So we've talked about the dominant role of the corporation as an

continued on page 22

institution, its role in the creation of an environment, and an increase in the scope of individual freedom—freedom to choose—freedom to move about.

Anything else to consider? Well, solutions to problems are approached differently than in our father's and our grandfather's day.

Traditionally, some major discovery or technological innovation caused a change—led the way. That still occurs—but now more than ever before, social change and problem definitions are coming first, and the solutions—the inventions—follow in response.

The acceptable solutions must respond to the needs of people—and the people—more and more are showing an awareness and understanding of these problems—be they the energy crisis, ecology, or the upsetting of the balance of nature—and are demanding technological invention and social innovation to solve these problems.

And profits? Frankly, they are viewed with skepticism by many Americans, including an appreciable portion of the academic community. The popularity of profits has suffered for two reasons:

- 1) They are not regarded as a noble or appropriate final objective for human effort, and
- 2) Some feel they are a primary source of income for only a small privileged sector of the community.

We should all welcome a way to broaden the understanding of our economic system among all Americans. There still remains a curiosity about the inner sanctum of American business—that it's inflexible—run by "die hards!" More and more we must see that the story is told of the corporation's performance and contribution beyond the traditional optimization of profit.

While doing that, we, as business managers, must continue to remind ourselves that the first goal of a corporation is to survive. We owe that to our people. Because equipment becomes obsolete or wears out, natural resources exhausted, and people get older and more tired, there has to be an input to replace them.

This input is achieved through investment, investment in equipment, in facilities, and in people. This involves the use of profit—either as investment itself or as a way to attract investment. So the making of a profit is the foundation upon which the ultimate goal—survival—is built.

And, finally, as distasteful as it might be, we must consider that America's spirit has been damaged to some extent.

Because of the Vietnam war, our nation had to shoulder aside some of the needs of our people and use dollars to nourish that conflict—some way the war warped our constitutional system to make room for itself—it devoured many of our young people—killing some and embittering many more.

Our recent front pages have provided us with a chance to remind ourselves that we expect—and will demand—from our nation's leaders—not just administrative and program-conceiving actions—but moral leadership.

Life in America, ladies and gentlemen, must regain its freshness.

So we talk business, earnings, national spirit and change. What's that got to do with us? We are personnel types—we work the people problems. Well, ladies and gentlemen, people are what it's all about—people make it all happen—the human achievements result in the profit achievements—the nation's achievement—the business achievements.

Your business concern has, if you will, a personality. You, your staff, your programs, are that personality on display. You make it possible for people to be together—to visit together—other than in the production environment. That makes the production environment better because you have helped build trust and confidence among all employees in each other and the motives and sincerity of their management.

Be it a good meal served in a company cafeteria, good service on a sale of merchandise to employees, or the opportunity to participate in a twilight golf league, if done effectively, it is an important ingredient in the development of good employee relations.

I have asked myself and my staff an important question, "How does a

corporation speak to its people?" And how do they respond. How do you show you care? There are numerous ways but none more effective than the experiences they share because of your programs.

These "shared experiences" among people, including professional people and the managers—help develop a spirit and an understanding within your company that is vital to its success. It has to do with the qualitative aspects of life.

You create ways for me to have fun—and at the same time to be with my family and friends, and to know my fellow workers and managers better. Even in this vast and complicated world of business, things always, sooner or later, come down to the personal level. That's why you need to continue developing quality programs—for quality people.

We are in the process of creating a new future at Motorola—and we plan that it will be consistent with the requirements of the business—the marketplace—society—and our employees.

We are engaged in a continuous examination of the limits of our present system and the constraints these limitations may put on our activities.

We are also studying the dominant elements of our future and their interaction on other events that will influence our effectiveness as a business corporation. Among these elements are the trend towards larger size, more complex, more global companies, increased governmental influence and impact, the probability that obstacles to increased productivity will become greater; add to that the consideration of faster foreign expansion, foreign capital investment in the U.S., and monetary revisions; and we can see that a businessman today has a great deal to keep in mind when planning his company's future activities.

We are working at shaping tomorrow!

Let me close by reminding you: you represent an expression of the company's feeling toward the people—at all levels—an expression of caring. You are truly part of the conscience of your company—the voice of the company saying—

"Hey, everyone—we really give a damn!" ■



Daniel Haughton, left, receives award congratulations from Gary McCormick.

Recreation and the World of Work

By Daniel J. Haughton

**Chairman of the Board,
Lockheed Aircraft Corp.**

Mr. Haughton was the recipient of NIRA's 1972 Employer of the Year award at the National Conference in Indianapolis. Some of his comments given at the awards luncheon follow.

First, I should begin by telling you how much I appreciate receiving our "Employer of the Year" award. It is a great honor, and I want to thank you for it.

Mark Twain used to tell a story about being honored. It concerned a man who was tarred and feathered and run out of town on a rail. Later on, he was asked how he felt about his experience.

"Well," he replied, "it was embarrassing. If it wasn't for the honor, I would rather have walked."

Some honors *can* be a little embarrassing, and this is one of them. Frankly, I am not sure I deserve it. I have found that when a businessman gets an award it is usually for one of three reasons. It is for something he has done, or it is for something somebody wants him to do, or it is for something his company has done.

I am sure this award is for something my company has done. Lockheed has had a recreation program

dating back to 1935, just a few years after the present company was founded. It has grown with the company throughout the years, and it has expanded and succeeded under a succession of top company executives and a long line of very capable recreation directors, represented here by Ken Wattenberger, Ken Leonard, and Roy McClure who today are running the employee recreation programs in our major plants in Burbank, California; in Sunnydale, California; and in Marietta, Georgia. If I can take any credit for the success of our recreation program it is only that I have continued the work of past company executives and I am continuing to support our very competent recreation directors.

We hear a lot about the reasons why companies should have recreations clubs, and I know you know all these reasons by heart. They are all valid. But I think the philosophy behind our effort at Lockheed is best expressed by the present company's founder, Robert Gross.

Many years ago Bob Gross put it this way to Frank Davis, a former director of our California Company recreation club and a man I'm sure most of you remember as a former president of NIRA. "Frank," Bob told him, "your job is to make everybody feel that Lockheed is a good company and that I don't want them to feel like just a number. I want them

to feel like human beings, and when we give them that check on Friday, I want them to feel like a part of the company."

Well, we're bigger now, and maybe the recreation director's job is a lot more complicated and even a lot harder, but this is still the way I think of it—to make people feel like human beings and make them feel like part of the company.

It's easy to say this but hard to do it with all the changes going on in today's world. I'd like to be able to give you easy answers on how to do it, but I simply don't have any and I'm not sure anybody does. But it might be useful to review some of the changes I see coming up ahead and some of the problems we in management are concerned with and try to relate them along the way to your jobs in industrial recreation.

Some of the changes that concern you directly are changes in the workforce—the kinds of people coming to work. These are easy to predict because most of them are already under way. Let's look at some of them.

One is the large number of young adults flooding into the workforce. About half of the total labor force growth in this decade will be accounted for by young adults—a group that will increase by just about 50% as opposed to only a 16% increase in the 1960's. This is, of course, the postwar baby boom generation, now moving into full maturity and now—or just recently—starting to work.

These people are a little different. For one thing, they are better educated. Maybe they will expect more—not only out of their working hours but also out of their recreation. Maybe you will have to expand your programs to accommodate to some of these expectations and interests. A look at some of the more unusual activities of our Lockheed clubs might be a sort of preview of the future. Here you find activities like astronomy, science exchange, bagpipe bands, scuba diving, judo, and soaring, and a lot more. The list of recreational interests goes on and on and includes growing cultural, and educational activities.

But let's get back to some other changes—more and more women are entering the work force. They

have been doing so throughout the last decade and they will continue to do so throughout this one.

Married women in particular—and especially married women with children—are going to work in increasing numbers. They may have different recreational interests. Many of them have different problems—for example, child care. While I'm not suggesting you all go right out and build child care centers or badger your companies into it, some companies are in fact building these centers. Child care may be a problem you'll have to face up to some day if you want to provide a full range of service to married women.

There are other changes in progress—more part-time jobs, more white collar workers, increasing numbers of minority groups in better paying jobs. All will affect your own programs.

Mention of part-time jobs brings up the question of more leisure time. People are predicting we are going to have a lot more leisure time to fill and that this is going to present the recreation director with the biggest opportunity—or the biggest problem—that he's ever faced.

I have to say that I believe these hopes—or these fears—are somewhat exaggerated.

You hear a lot about the 4 day-40 hour week and a lot about automation, and a lot about people not wanting to work any more. But I don't think all this will add up to a sudden outburst of greatly increased leisure time.

We found back in the 50s and 60s that automation may eliminate some jobs but it creates a good many more. So we can't look for much increased leisure here.

The proposal for the 4 day-40 hour week is not for more leisure but to rearrange the leisure we *do* have—and even this isn't working out as well as its supporters believed it would. We may see some rearrangement of the free time we have now—more three-day weekends, for example—but I doubt that we'll see a sudden dramatic increase in it. What we may see is a gradual increase.

One reason I say this is that this nation has so much to do. If we want to keep improving our standard of living—and I think we do—and at the same time pay for all the things

we see ahead, we're just going to have to keep on working. We're only just beginning to realize how much cleaning up the environment is going to cost us. You see various estimates—all staggering.

The Council of Environmental Quality says we should be spending over \$100 billion between 1970 and 1975 on pollution control. And that's not all. We're only just beginning to realize how big and expensive a job it will be to meet our energy requirements. And we're only just beginning to realize how much harder we're going to have to work to meet foreign competition.

The only way we can do all these things and pay for them is by keeping our working hours up and by increasing our productivity.

I'd like to talk about productivity a minute because this is one of the big concerns of American industry and the American government. People ought to be aware of this because what concerns business concerns your own programs.

Increasing our productivity gains simply means getting more output for the same input. For 20 years or so now, we have been increasing our productivity at an average annual rate of about 3% a year. This is pretty good, but it's not good enough. In the last half of the 1960s, Japan had 13% annual growth rate and European countries like France, Germany, and Sweden were up around 6 or 7%. And this has helped make them tougher competitors in international markets.

So a major problem for our country is to increase our productivity so we can sustain a growth rate of better than 3% in the years ahead. This won't be easy, but it is absolutely essential if we are to pay for everything we need, to compete with other nations, and to continue to improve our living standards.

There are a lot of ways we know will help boost productivity—more capital investment and more technology and better management, for example. And there are a lot of ways we know but don't quite understand enough about and these are ways that involve employees. A better educated workforce helps productivity, for example—or should help it. And so should a healthier workforce and a better motivated workforce and a more dedicated

workforce. There are lots of examples of what highly motivated employees can do. In one experiment with employee motivation at Monsanto, productivity increased by 50%. A group of employees at Kaiser Steel in Fontana, Calif., got together to keep the continuous weld pipe mill from closing and increased production 32% during the last three months of last year.

So we know it can be done. And we know employee attitudes and motivation play a big part. But we don't exactly know how, and that's maybe where you can help.

I don't view recreation as an antidote to work—and I hope you don't either. I view it as a complement to work. I know there's a theory that says work is dull and repetitive and not satisfying and that people need to escape from it by going off and playing tennis or building model trains or something else. People who hold this theory always cite the assembly line as an example of how boring work can be. Maybe there are jobs that are monotonous and boring, but there are fewer and fewer of them today—for example, fewer than 2% of American workers are on assembly lines. And the evidence is that a lot of assembly line workers don't seem to mind it.

So recreation shouldn't be an antidote to work, it should be in partnership with it. A man or woman should get satisfaction out of work and satisfaction out of recreation, and one should reinforce the other. Recreation hours should increase the satisfaction people get out of work and working hours should improve the enjoyment of recreation. Both should contribute to development of whole, happy and productive individuals.

So to get back to productivity, you should keep in mind productivity's extreme importance today and regard your job as one that doesn't provide an escape or relief from work but one that should contribute to the employee's working performance as part of his fulfillment as a human being.

I know most of you do this already. But if you are going to get the fullest top management support you need

and deserve, you are going to have to find more and better ways to demonstrate that what you're doing to help employees spend their leisure time improves the way they perform on the job.

It's not an easy assignment—and maybe we're going to have to take a lot of it on faith. But the more you relate your activities to increased productivity, the better it will be for the individual, for your own programs, and for the nation.

I know there are some who disagree with this point of view. They could say, "Sure, you have been talking about making the employee feel he's a part of the company. But what about that human being part that you mentioned earlier? Aren't you forgetting that? Aren't you just trying to turn him into a robot?"

Well, of course not, and I'm sure none of you people here will misinterpret my view in that way. We have to believe—and most industrial psychologists agree—that it is by treating an employee as a human

being that you make him more productive, that recreation programs designed to improve his health and occupy his time creatively and enjoyably will help him to grow better and perform better in life as well as on the job.

What I'm saying is that we should not forget the job aspect. Our competitors don't. The Russians conduct physical exercises at their work stations. The Japanese may start the day with group exercises and occasionally shut down their plants so employees go off on trips together. The Chinese study the thoughts of Chairman Mao.

We don't have—and don't want—regimented recreation like that and we couldn't achieve it in our society even if we wanted to. But, like the Chinese and the Russians and the Japanese, we *can* recognize the need for recreational programs in both self-fulfillment and work performance—and we can recognize both needs equally. Each one reinforces the other.

And that's why I think Bob Gross meant when he talked about making people "feel like human beings" and making them "feel like part of the company." You do both together. Both are important.

Of course you people don't do the whole job. But you help in very important ways.

I'm delighted to acknowledge that help today and to congratulate NIRA on the work it is doing to raise industrial recreation to a truly professional level and to bring the recreation story to business and industry throughout the nation.

We at Lockheed are proud of what we have done to support NIRA in the past, and I want to promise you that we will continue that support in the future. To paraphrase an old saying, industrial recreation is too important to leave to the experts. It deserves and needs solid top management support.

Thank you again for the award you have given me. And may I wish you continued success for the future. ■



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Restructing

Recreational

Concepts—

by Lawrence J. Mayran
Director of Corporate Relations
Six Flags, Inc.

All of us share common interests in recreation. We also have some similar problems. One of these problems is a balancing act: on the one hand, how to make sure that the recreational opportunities we offer are in keeping with the leisure needs of people *today*, and at the same time making sure we look at new recreational concepts to meet *future* requirements.

One of the many ways we try to keep our balance at Six Flags is through research. We do a good deal of the standard, horizontal demographic research that I'm sure your company conducts to measure its customers. We know where our guests live, how old they are, and so on. But we also have done some vertical research...into people's attitudes and preferences for different types of recreation.

We would like to share with you some of the things we've learned from that research about people's attitudes toward recreation, and the implications those attitudes may have for our business and for yours.

For purposes of description, we have discovered that most Americans fall into one of five descriptive categories. After a brief review of these groups, we can discuss their impact on the recreation business.

The first group represents about 15% of the population. For want of a better label, let's call them Traditionalists, because they have accepted both the traditional goals of society, as well as the traditional

means of achieving those goals. The typical man or woman in this Traditionalist group believes in: duty before pleasure, in trying to better himself, and is concerned for the future. He is success oriented in terms of materialism and the desire for the rewards that success brings...money, property, and possessions. He is strongly committed to family life and, in general, reflects a "Horatio Alger" view of life.

The second group constitutes about 25% of our population. This is the "Now" group, or the so-called Swinging Generation, and is characterized by a concern for personal fulfillment. The typical member of this group is about 25 years old, a high school graduate, lives in a large city, and is interested in physical self-enhancement, social self-expression, personal creativity, and lots of excitement, mystery and a nostalgic type of romance; everything adding to enriching the quality of their personal environment. The men in this group are usually blue-collar workers, and many of the women are career oriented.

The third group is the "Button-Downers". They are a slightly older group, with an average age of 30. They represent about 15% of the country, and are more involved with finding gratification through intellectual and creative achievement than in fitting-in with the more popular symbols of the "Now" generation. "Mr. Button-Downer" is a college graduate, and tends to be more upscale in terms of income and socio-economic status. He is not, however strongly materialistic

and rejects, somewhat, the value of self-improvement, physical self-enhancement, and physical fitness.

The next group is a rather specialized segment of our society. We call them the "Got It Made" group. "Mr. and Mrs. Got It Made" are prosperous and in the upper middle economic class. They tend to dwell on personal cultivation, physical appearance, along with feelings of vigor and well-being. They rarely go to amusement parks and, fortunately, for us, represent only 10% of the population.

These four groups combined represent about two-thirds of the population.

The fifth and final group is the largest and represents one out of every three of us. More than any segment of our population, this group is for nothing and against nearly everything. The stereotype member of this group is Arch Bunker.

The "Bunkers" do not support self-realization values, nor values directed at enhancing the quality of life. They are, however, moral and traditional with respect to sexual behavior and role of women.

On a very brief basis, those are our five groups: The "Traditionalists", the "Now" group, the "Button-Downers", "Mr. & Mrs. Got It Made", and finally the "Bunkers".

Okay, let's go back now and take a look at these groups, the attitudes about work and recreation and some of the implications for the future that may affect your planning.

The bottom line of all this is that your job is going to become more important and more difficult.

A Challenge For The Future

The role of recreation within a company is clearly going to become more important as these people we're discussing find themselves with more leisure time on their hands and a general lessening of loyalty to your company and to the traditional work ethic. The productivity of the American worker...both blue and white collar...has become one of the core issues of our economic life. Presented with this issue, plus changing values on the part of the employee, Recreation administrators can make an important contribution not only to the economy, but to the company profits as well.

But it's going to be difficult to do. It's going to mean change. For some groups, a lot of change. For others, a little.

You're probably not going to have too much of a problem from the first group, the Traditionalists. This group is rather small and stable and trends indicate they will remain around the same size in the foreseeable future.

At home, the Traditionalist listens to the radio three or more hours a day and prefers news and popular music as opposed to classical or semi-classical music. On TV, he leans toward network news, dramas, documentaries, TV movies, and live sports. As a rule, he doesn't prefer talk shows or crime and spy shows.

You will not have to restructure your recreational programs to any significant extent to make him happy. The traditional activities you've planned this year will probably be just as well accepted ten years from now.

The last two groups also should not pose significant problems. The "Got It Mades" will continue to remain a small, selective group and, the researchers say, should not tax our ingenuity too much. They generally won't participate in company activities anyway.

The "Archie Bunkers", while now a significant share of the population, will continue to decline in percentage to a point where they will not be a dominant factor in our planning.

The most powerful two forces in your future as recreational administrators will be the "Now" generation and the "Button-Downers". Together, they represent almost half the working population, and because they're young, they are trend-setters. Their attitudes and life style will require your most radical changes.

The "Now" group is made-up of the youngest of all of the five groups with 40% under 25 years of age, as compared to the national average of 22%. The "Now" generation is not committed to the family and they're not too concerned about meaningful work, either. And while they don't reject money and the things it will buy, they are only moderately concerned with self-improvement. "Live for today and let tomorrow take care of itself" might be one of their slogans.

The "Button-Downers", on the other hand, are a bit older than the "Now" group, but even at that, their median age is around thirty. The "Button-Downers" are very dedicated to personal creativity, meaningful work, and especially, cultivation of the mind. At the same time, their devotion to the hedonistic

feeling that pleasure or happiness is one of the highest goods, suggests that the "Button-Downers" do not, by any means, sacrifice pleasure for work.

In planning for the next decade or so, these two groups present a challenge. Traditional company recreation programs, no matter how well-funded or well-planned for, will have to be restructured. For example, traditional recreation programs involving competitive sports with difficult to achieve levels of proficiency will probably be replaced by easier, simpler programs. You'll probably have to provide much more arts and crafts type of recreation equipment and other hobby-oriented services than before. The "Now" group and the "Button-Downers" will be saying to you: "Let me create or do something that I can learn in a hurry, and make with my own two hands." If it's pottery they want, so what if the pot doesn't come out perfectly round. The point is, they made it themselves, and therein, lies the satisfaction. And painting by the numbers is out. So it's not a Picasso! Who cares?

Remember when we used to send our kids to camp to learn how to make leather belts and string beads? Seven hundred dollars and the kid brings home a leather belt. Well, the adults want in now. There is a tremendous desire to learn new things. People are interested in acquiring culture, but they don't want to spend much time on it.

Your keys to the future are novelty and change. People are tired of

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Job Enrichment and Productivity

Remarks by Stuart H. Clarke, Deputy Assistant Secretary for Administration and Management Department of Health, Education and Welfare delivered at the opening banquet of the 32nd Annual NIRA Conference and Exhibit in Indianapolis.

Picture this scene in your minds: Workers assemble in a huge auto factory to begin a new day. The work day starts with a corporate pep rally that is climaxed by the singing of the company song, and a spirited dash for the assembly line.

This may sound like a futuristic vision of some ambitious company president,... But believe it or not...it's happening today. Not in Detroit...but in Japan, at the Toyota Auto Works

Such zeal by rank-and-file workers may help explain why Japan's productivity rose by a whopping 90 percent during the last half of the 1960's. In the United States, productivity during those five years increased by only 10 percent.

To keep this in perspective, it is important to realize that the U.S. economy is still the most productive in the world. However, it is evident that our long-term rate of productivity is not enough to make up the difference between the benefits that our nation and it's workers are demanding, and the tempo at which our economy is producing.

One way to close the "productivity gap", both in individual companies and in the country as a whole, is to gain greater effectiveness out of our most important resource: labor.

I would like to suggest some possible steps that might be taken to increase employee satisfaction among America's 82 million workers...and some possible consequences if we fail to do so.

There has been an increasing emphasis in recent years on what has popularly come to be known as "job enrichment". This emphasis is in the face of growing evidence of worker discontent at every level of the job scale.

Job enrichment, in it's various forms, invariably leads to the personal satisfaction of individual workers. Their satisfaction helps ensure corporate success, and corporate success translates into national growth.

At the outset, I should make one point clear: I do not believe that it is the proper role of the Federal Government to lay out a detailed plan of how you should treat your workers...However, in fostering the dividend of national growth, we in the Federal Government have a legitimate interest in this concept of job enrichment.

One manifestation of this growing interest on the part of the Government is an important study entitled "Work In America", which was completed late last year by a special task

force commissioned by the Department of Health, Education and Welfare. Some of my remarks this evening will be based on this 200-page report, which is, frankly, rather gloomy in its conclusions.

The report (which, incidentally is available from the MIT Press for \$2.95) holds that millions of U.S. workers—blue collar and white collar alike—are bored and "alienated" by their jobs.

The following is one conclusion from the report: "Significant numbers of American workers are dissatisfied with the quality of their lives...full dull, repetitive, seemingly meaningless tasks, offering little challenge or autonomy, are causing discontent among workers at occupational levels."

Before proceeding, however, I should note that some of the conclusions in "Work In America" have been debated and doubted by some rather impressive people.

A professor at New York University, Irving Kristol, writing in the Wall Street Journal, said this: "The fact that young workers are more insistently demanding a middle-class life style will hardly suggest, to the disinterested observer, that they are an 'alienated' class, to reach such a conclusion, you have to have an 'alienated' sociologist. Of these, alas, we seem to have an abundant supply."

I am sure that most of you are already aware that labor unions generally seem to oppose the concept of "job enrichment" as it has been explained in the press and in this report.

For example, William Winpisinger, General vice president of the International Association of Machinists, calls job enrichment "a stop watch in sheep's clothing."

Even Elliot L. Richardson, who was Secretary of HEW when the report was released by his department last December had this to say about it: "Its conclusions may not be fully supported by its data, and it may in fact be off by quite a bit, but if it is anywhere near the truth, we had better start thinking about the implications."

Now that you have been properly warned, I'd like to proceed for a few minutes to look at just what the

port did say that could stir up such bee's nest.

First, however, I should mention that, in my opinion, secretary Richardson hit it on the head when he said that if the report is even close to being correct, "We had better start thinking about the implications." And...I suggest further...at this late stage, just thinking about these implications is not enough. Sociologists can afford the luxury of simply thinking about such problems, but I don't believe industry can.

Aristotle said, "If you would reduce man to nothingness, take away the meaning of his work." According to this report, the joy and meaning of work has been eliminated for many workers.

This is not so much because the nature of work has changed...in fact, just the opposite is true: one of the main problems is that work has not changed fast enough to keep up with the rapid changes in worker attitudes, aspirations and values.

A recent survey conducted by the University of Michigan asked 1,500 American workers at all occupational levels what they regarded as the most important aspects of work. In ranking 25 aspects, you might be surprised to learn that "good pay" was not at the top of list—it was number 5.

Leading the list as the thing of most importance to the workers was enough information to get the job done." And number 4 was enough authority to get the job done."

The report noted that these results show what more than 100 such studies over the past 20 years have also shown: namely, that the thing that workers want most is "to become masters of their immediate environments and feel that their work and themselves are important."

Another enlightening measure of job satisfaction was found by asking the question: "What would you do with the extra two hours if you had a 26-hour day?" Two out of the three college professors say they would use the extra time in a work-related activity. One out of four lawyers gave a similar response. However, only 1 out of 20 nonprofessional

workers would make use of the extra time in work activity.

The alienation of workers who find their jobs meaningless and boring has serious consequences for industry. An increasing number of companies are experiencing such manifestations of employee resentment as absenteeism, high turnover rates, wildcat strikes, poor quality products, even sabotage.

Society as a whole also pays a high price for such attitudes. There is a good evidence that some blue collar, especially, are carrying their work frustrations home and taking them out on families...or in extremist social and political movements...or in hostility toward the government.

The important factors, that affect the worker's values, according to the report, are those that "concern his self-respect, a chance to perform well in his work, a chance for personal achievement and growth in competence, and a chance to contribute something personal and unique to his work."

What has been the response of industry to this situation? Unfortunately, the response in general has been rather minimal. One noted author (Dr. Fred Foulkes) estimates that about 150 companies are "actively engaged in job redesign or job enrichment." The number of workers affected is about 10,000...compared to the nation's work force of 82 million.

However, while the number of such companies who have "tried it and liked it" is impressive in its self, some of the results of their efforts at job enrichment have ranged from merely interesting...to outstanding.

One of the best examples of what can be accomplished is that of a General Foods pet food plant in Topeka, Kansas. The plant was built two years ago and was specifically designed with the needs and interests of workers in mind. At a previous plant, General Foods had been experiencing absenteeism, high turnover, poor performance, and even sleeping on the job.

At the Topeka Plant, there are no parking spaces reserved for visitors or executives. There is no executive washroom. All employees share the same front door, the same cafeteria and—according to their job skills—the plant's financial success.

Each new production worker is

first assigned to one of two production teams on each shift. Once he masters his first job his salary is increased and he may try another job. When he masters each job on his team, he gets another raise and the opportunity to join the other team.

The Topeka Plant manager explained the policy this way: "What we're doing is paying a man for all his skills and knowledge, not necessarily for what he's doing at any given moment."

When the plant was being designed, industrial engineers had indicated that 110 workers would be needed to man it. However, their estimates were based on "standard" principles. But when the "team" concept was applied, and when support activities were integrated into team responsibilities, the result was a manning level of fewer than 70 workers.

Even more important from an economic standpoint is the fact that productivity at Topeka has increased as much as 40 percent. Product quality is higher, operating costs are lower, and turnover and absenteeism are negligible. The community has also benefited, since many of the plant's workers are unusually active in civic affairs.

There are other examples that could be cited:

On an assembly line at Corning Glass, individual women workers formerly assembled parts of hot plates for laboratory use. Now, each worker assembles a whole plate and initials the final product to allow identification with the work and to facilitate the handling of customer

Quality checks previously made by a separate group are now made by the workers themselves. Six months after the changes, rejects dropped from 23 to 1 percent. Absenteeism dropped from 8 percent to 1 percent; and productivity increased.

Until 1967 Texas Instruments contracted for its cleaning and janitorial services. However, the firm's engineers evaluated the plant as only "65 percent clean". One problem was that the contracting firm had a quarterly turnover rate of 100 percent.

continued on page 30

After careful planning and training, 120 maintenance personnel participated in an experiment based on teams of 19 workers who were given a voice in the planning, problem solving, and goal setting for their jobs. The means of getting the overall job done were left to these cleaning service teams. The outcomes were these: the cleanliness level rating went from 65 percent to 85 percent; the personnel required to do the cleaning dropped from 120 to 71; and quarterly turnover dropped from 100 percent to just under 10 percent.

These examples, and similar ones that have been experienced by companies that have put job enrichment to the test, demonstrate the practical results that can come from innovative approaches to work. Those results include increased morale and loyalty as well as higher productivity.

I am sure most of you are already aware of the fact that worker problems in industry are related to problems we are facing in our educational system. The old notion that a good education will assure a good job in one's chosen field, is no longer valid. We have a glut of college graduates on the market in many fields where there are simply no available jobs.

Many new workers find no employment in their specialties and have been forced to take less desirable jobs. Such employees, who have been overly trained or trained in jobless fields, are understandably disillusioned before they ever report for work.

Daniel Yankelovich conducted national surveys of college student opinion from 1968 to 1971. One issue stated that "hard work will always pay off." In 1968, 69 percent of the students agreed. In 1971, only 39 percent agreed.

There is no doubt that our educational system has failed many students who have been led down paths of learning only to run into 'dead end' signs after graduation. Helping to ensure against such an unfortunate situation in the future is a monumental challenge facing education.

However, the challenges for industry are also rather clear: retraining of such employees as well as enrichment of their jobs becomes ever more imperative if serious problems are to be curbed. However, the evidence is that industry has been slow to respond. Former Secretary Richardson, in commenting on the HEW study of work in America, made this observation:

"The design of jobs appears to be lagging markedly behind the enormous gains in educational attainments of the work force, and the elevation in credentials required of the worker has not been accompanied by an elevation in the content of work. If anything, it is more routinized and bureaucratized, leaving less to the imagination and control of the worker."

If industry makes an enlightened response to the challenges posed by a better-educated work force, that work force can be a golden opportunity rather than a royal headache...As our industries continue to become more automated, an increasingly intelligent and better-trained worker will be required to keep the wheels turning properly.

Although the stereotyped image of the "typical" American worker is one laboring eight hours a day over an assembly line, this image has long since become obsolete. Today, fewer than 2 percent of American workers are on the assembly line. And even a majority of blue collar workers are now outside of manufacturing. There are now more white collar workers than blue collar workers in the United States, and by 1980 the ratio will reach an overwhelming 5 to 3.

Before I close, I would be remiss if I didn't at least mention the fact that company-sponsored recreation goes hand-in-glove with job enrichment. The President's Council on Physical Fitness and Sports is administered by our Department, and so we are well aware of the value of such programs as those fostered by the National Industrial Recreation Association.

As the President's Council has noted, "Encouraging employees to participate in programs of regular physical exercise is the best investment your company can make." Physically fit employees are directly related to higher production, positive problem solving, cooperation, creative thinking, and reduced absenteeism.

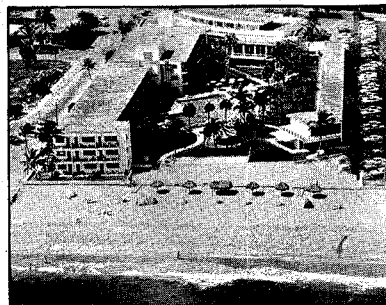
I am sure the NIRA staff can fill you in on details or information is available by writing: Presidential Sports Award, P.O. Box 129, Radio City Station, New York, New York 10019.

I'd like to close on this quote from an educator, which has relevance for both industry and our educational system:

"We not only have to communicate that you can get more money for being a plumber, we have to give status to people who have manual talent. They deserve it. Blueprints can be as hard to read as a Ph.D. thesis." ■

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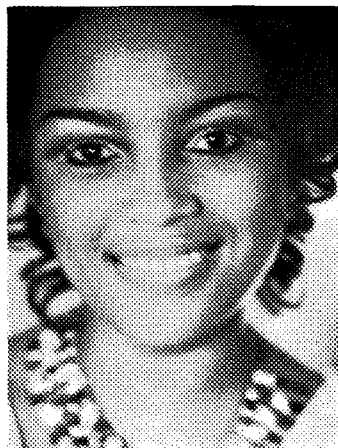
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new products

1. pump for swimming pools

A new line of pumps for use in draining swimming pools will remove leaves, twigs and other solids from the water without damage to the pumping mechanism.

Available in three self-priming models of three, five or eight horsepower, the intake and discharge hoses range from one and one-half inch to three inches in diameter. Outputs range from 1,100 to 20,400 gallons per hour.

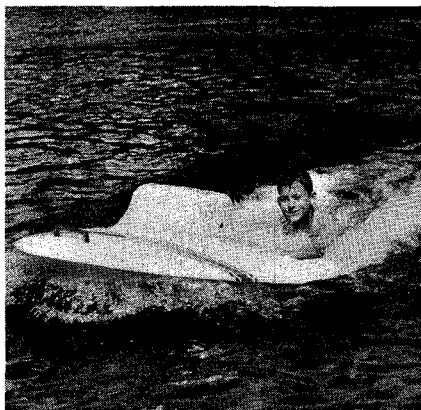
Guaranteed for one year, they are enclosed in durable corrosion resistant lightweight aluminum housing, and feature special long-wearing impellers and volutes. No tools are required to maintain the pumping mechanism.

2. year-'round grandstands/bleachers

A complete line of portable and expandable steel grandstands/bleachers specially designed for and treated for year-'round outdoor or indoor use is now available from one of the nation's largest manufacturer-suppliers of institutional seating equipment.

By linking the modular units, the seating can be expanded upward to 20-row section, as well as added to six foot increments to any desired length.

The compact portability of the seating system and ease of assembly and disassembly permit shifting of seating to other locations or to effect arrangements to meet changing needs of any athletic field, park, and indoor or outdoor recreational and sports facility.



3. water fun with swimobile

The Swimobile is a different kind of water craft suited to both adults and children, snorklers and scuba divers as well as older people who need mild exercise.

Easily steered by body movement, it can tow up to six adults at a speed of eight miles an hour and runs on three quarts of gasoline.

This new craft is propelled by twin turbo jets, powered by a five horsepower, air cooled, non-polluting engine. There are no propellers, rudders or other external moving parts to present safety problems. The moment hands are released an automatic control returns the motor to neutral so the craft won't run away.

It is portable, will fit into the trunk of a car, comes with bilge pump and is available with manual or electric starter.

4. RV toilet deodorant

A completely biodegradable toilet and holding tank deodorant for use in recreational vehicles or any other chemical toilet is now available.

Supplied in powder form the product releases its power as waste is added to the toilet, providing long time odor control—up to 10 days

in normal conditions.

Environmentally accepted it does not upset camp-ground septic tanks as it degrades rapidly to carbon dioxide and water. It works in the kind of toilet without harm to the face.



5. tan faster

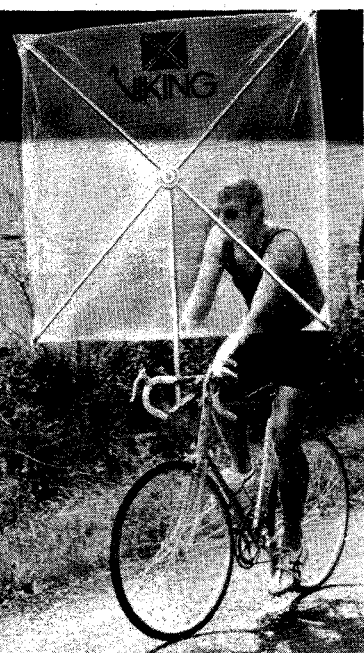
This chaise lounge mat allows you to tan faster and more evenly all summer. Perfect for individuals desiring a fast tan, but with limited time for acquiring one.

Made of a soft silver vinyl that reflects sunlight to those hard-to-tan areas of your body, it can be folded and taken anywhere. If desired, it may be turned over and used as a conventional non-reflective lounge mat.

6. golf cleats for shoes

The golf shoe problem for the occasional or beginning golfer can be solved with rustproof aluminum alloy golf cleats that can be fastened to any ordinary rubber leather soled shoes turning them into comfortable durable golf shoes.

Kit contains 20 cleats, diagram of placement of cleats, sand-paper for preparing shoe soles and a special adhesive for fastening the cleats to shoe soles.



7. bicycle sail

Designed for use on back country lanes, off-street bike trails and even parking lots, this bike sail is easy to operate in a favorable breeze. Bicycle speeds up to 22 mph in a 15 mph breeze have been recorded.

Visibility is good through the 16 square foot, clear vinyl sail and the mast, tiller and cross members attach quickly to the handle bars of any bicycle. When not in use, the collapsible sail unit can be carried on the bike's frame.

When not used as a bike sail, the sail and cross member assembly alone can be used to propel skate boards and wagons, and the entire unit can be easily rigged to provide power for a kayak, canoe, or rubber raft as well as a standby power for small motor boats.

8. music while cycling

Enjoyment of bicycling can be increased with a radio and holder which clamps to the handlebar or steering column of a bicycle. Small enough to install adjacent to headlight or other accessories, the holder is available with or without radio. It will accept nearly any pocket-size radio or walkie talkie, or order both radio and holder. Great for boats and baby carriages too.



9. commercial popcorn machine

This antique styled commercial popcorn machine will turn out 500 popcorn serving cones or 400 boxes per hour.

It is 48 inches long, 30 inches deep and 57 inches high. Use in recreation areas, rinks, shopping centers, stores or parks.

The machine requires a 220 volt, 25 amp line and weighs 350 pounds. A blower heater system assures hot popcorn at all times.

The heart of the unit is the

kettle, a 24 ounce electric popper which concentrates heat. "Hot spots" in the kettle are eliminated by casting the elements into a special aluminum alloy heat transfer wafer which spreads the heat evenly over the full kettle bottom.

It has a special antique red finish, with gold, black and white decorations with ornate filigree and theatrical type yellow lights that can be dimmed.

10. distress flags for auto

A set of four flags designed to alert passing motorists to a specific need of distressed automobile travelers is now available. They utilized four visual signs to indicate the type of aid needed: out of gas, flat tire, mechanical failure, or injury.

Red, white and blue colors are used to achieve maximum visibility, and each plastic flag measures 16 inches by 24 inches. They are backed with a strip of self-adhesive tape for convenient mounting on rear window or bumper areas. Flags fold flat and compact for storage in glove compartment or trunk.

new products

R/M 8/73

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8 9 10

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Michael C. Luckenbach, National Sales Director, NIRA, 20 N. Wacker Dr., Chicago, IL 60606

Western Conference Theme

"Learning Can Be Fun"

The 23rd rendition of the NIRA Western Regional Conference and Exhibit (October 5-8) promises to provide an exciting array of learning opportunities.

To be held at the new Holiday Inn Plaza Hotel in Buena Park, California, conference co-chairmen Dan Archibald of McDonnell Douglas and Phyllis Smith of Hughes Aircraft, are already acclaiming the conference's success, with a record number of exhibitors and delegates expected.

For the athletically inclined, conference festivities will get underway on Friday morning with golf and tennis tournaments at the exclusive Los Coyotes Golf and Country Club. Learning in a fun manner will get off with a bang at the Friday afternoon opening general session, featuring Donald A. Robinson of Seminars Plus.

Robinson, an acknowledged master of audience participation is sure to delight and enlighten the delegates with his presentation on motivation, memory, and listening. This will be followed by an evening of enjoyment at the world-renowned Knott's Berry Farm and Ghost Town.

At the Saturday morning all-conference breakfast, William P. Long, Disneyland's Director of Marketing will put everyone in a good frame of mind with his audio-visual presentation entitled "From Mickey Mouse to Magic Kingdom—Fifty Years of Fantasy".

In the mid-morning session, delegates will view the film "Why Man Creates", followed by Bill DeLaGarza, sports director for the Los Angeles County Department of Parks and Recreation. Bill's session will be on "Municipal Recreation—It's Concern and Responsibility to Industry".

Keynote speaker at the Saturday luncheon will be the National Wildlife Federation's regional director,

Major William L. Realley, USMC Ret.

The afternoon session will include the film "Where Will the Children Play?", and a discussion on the "Impact of Community Services Demands on Recreation Organizations", chaired by Dr. Ray Cook of California State University, Long Beach, and Dr. George Welton, California State University, Northridge.

Sunday's luncheon will spotlight 1973-74 NIRA President Ed Bruno of the 3M Company, and keynote Dr. Fred Kasch of California State University, San Diego, member of the President's Council on Physical Fitness.

Following the luncheon, a session on "Employee Recreation Governing Bodies", will present a panel of speakers, each representing a different approach to program administration. Delegates will also be shown the film "That's What Living's About".

On Monday, the final day of the conference, a morning session will feature the film "It's Not Always

Right to be Right" and Dr. Do Pelegrino, California State University, Northridge. Utilizing the gaming technique in which there are no winners or losers, but just participants. Dr. Pelegrino will conduct games on communication and decision making.

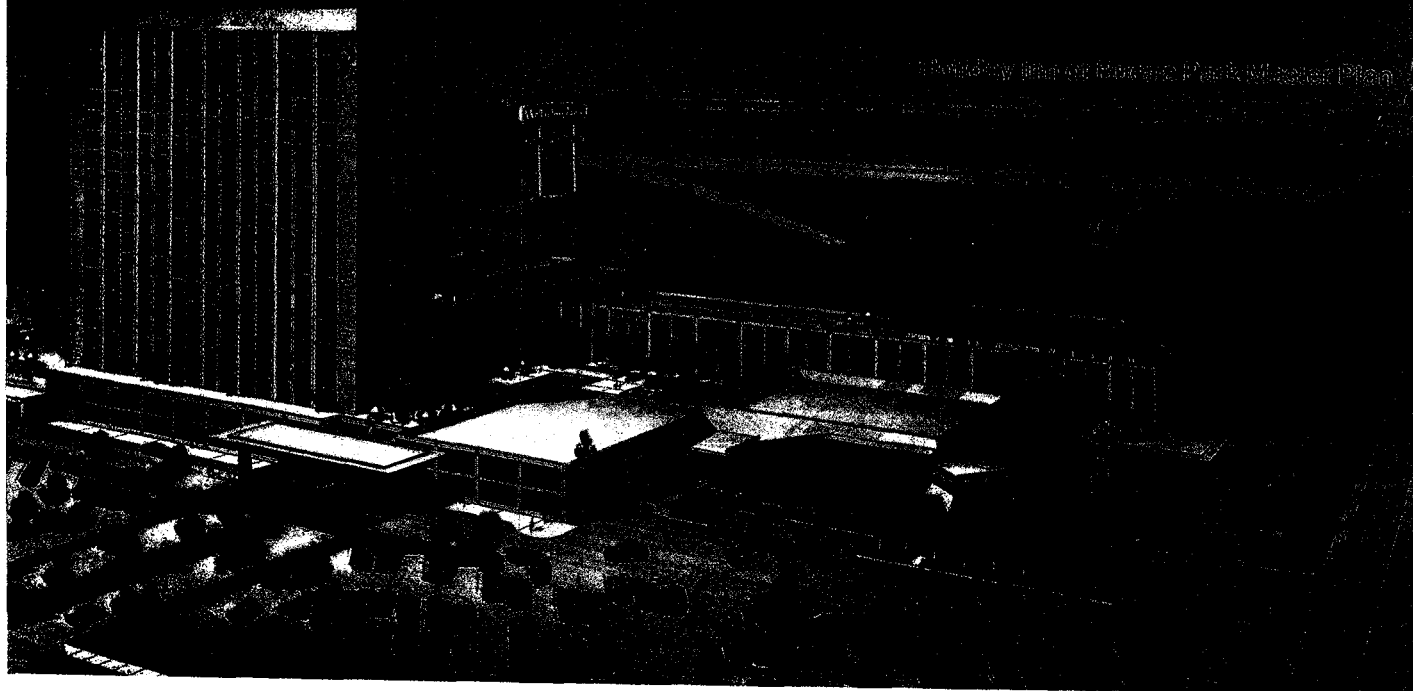
Top management will be spotlighted at the closing luncheon, with Lou Cecchi, Director of Personnel for Rockwell International, speaking on management's role in recreation.

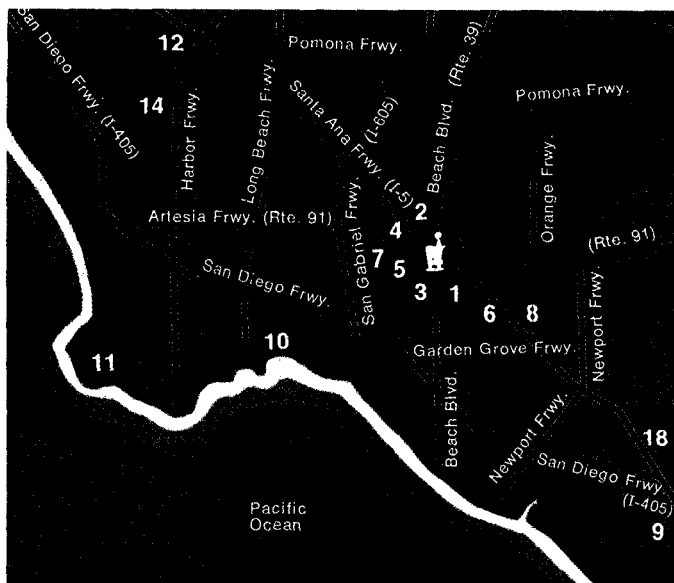
In the exhibit hall, over 40 exhibitors will be representing the many family entertainment parks of Southern California, sporting goods, Las Vegas hotels, travel firms and many other related interests. Added luster to the environment will be provided with the presence of MIS NIRA, Shirley Prince of SeaWorld and Disneyland's own charming Ambassador.

Registration information may be obtained by contacting NIRA headquarters, or conference registration chairman, Bill Burton, 275 East Olive Avenue, Burbank, California 91503. ■



a new





creation

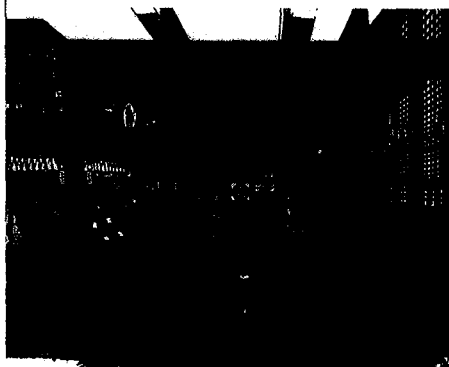
thern California's top attractions are within minutes of our Inn and Fitness Center. Note the freeway system and the approximate driving times. 1. **KNOTT'S BERRY FARM** 2. Japanese Village 3. Disneyland Wax Museum 4. Movie World Cars of Stars and Planes of the 5. California Alligator Farm 6. **DISNEYLAND** 7. Los Alamitos Race track 8. Angel Stadium 9. Lion Country Safari 10. Queen Mary 11. Marineland of the Pacific 12. The Coliseum 13. Dodger Stadium 14. Farmer's Market 15. Universal Studios Tour 16. Highway 101 to Santa Barbara, Carmel, Monterey and San Francisco 17. Interstate 5 to Sacramento 18. Interstate 5 to San Diego.

Business

Most of the area's business communities, convention centers and the airports that serve them are nearby. Car rental, travel agency and the Orange County Visitors Center are on our premises. 1. Los Angeles Convention Center, 2. Anaheim Convention Center, 3. Long Beach Convention Center, 4. Long Beach Airport, 5. Santa Ana/Orange County Airport, 6. Fullerton Commuter Airport, 7. Los Angeles International Airport, 8. Ontario International Airport.

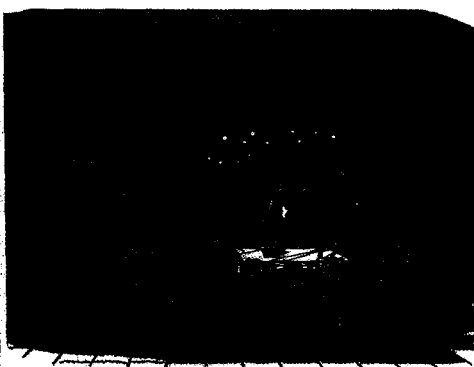
aches, mountains and deserts ring the area. The snow country in one direction and the warm deserts in another are

an hour's drive away. Closer still, there is the great Pacific to swim, surf, dive, sail or fish.



The Eagle's Nest

cocktail lounge with live entertainment. Businessman's lunch served over the hour. A favorite after-five pub, next door neighbor to our dinner house, the Lion's Lair.



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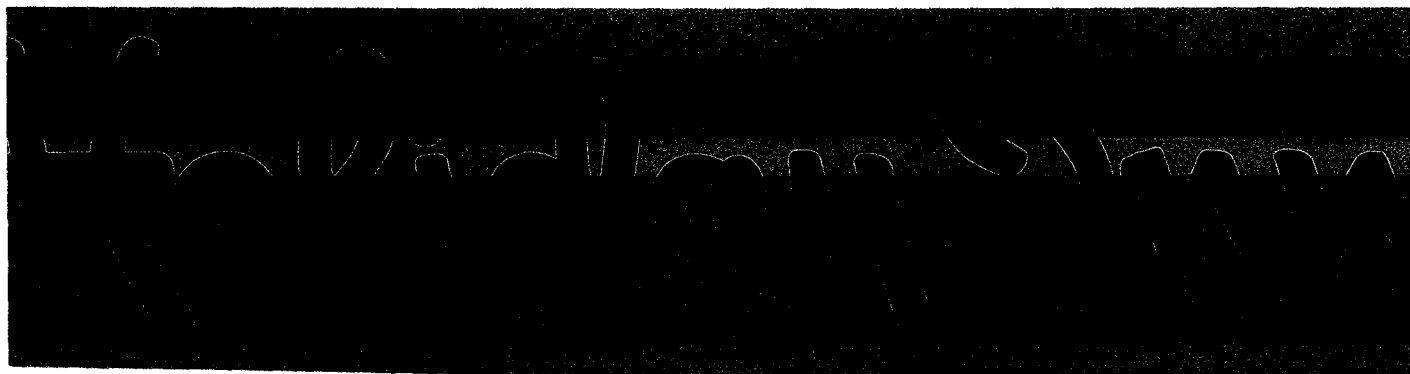


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NIRA Representatives Conduct Seminar at International Congress

Demonstrating growing worldwide concern for man's creative use of increased leisure time, 1600 leaders from every quarter of the globe met in Brussels, April 5-7, to expose, discuss and propose answers and solutions to this expanding social problem.

The Congress was sponsored by the World Leisure and Recreation Association (formerly the International Recreation Association) and the Van Cle' Foundation of Belgium.

Not only were the numbers in attendance impressive, but also the quality and prestige of both the lecturers and the delegates. Significant also were the range of disciplines involved—government, industry, education, sociology, medicine, international affairs and public service. The opening session was given added importance by the presence of His Majesty, King Baudouin of Belgium.

During the three Congress days, a series of thoughtful and stimulating lectures were presented, plus a special seminar on the role of industrial management in employee recreation.

This featured special subject symposium was presented by a panel representing the National Industrial Recreation Association and exp explored the responsibility of industry management for employee recreation opportunities.

Particularly appropriate to the theme of the Congress, "Leisure activities in the Industrial Society," the symposium attracted a substantial and thoroughly interested audience, with lively discussion following panel member presentations.

Chairman and the initial speaker at the meeting was Professor Gordon L. Starr, of the University of Minnesota, who raised challenging questions about future management involvement in employee recreations.

Speaking from the viewpoint of management itself were two top

officers of the Flick Reedy Corporation, Bensenville, Illinois, U.S.A., which was the winner of the NIRA award a year ago for its outstanding industrial recreation program. The speakers were Mr. Frank Flick, President of the Corporation and Mr. Arthur Conrad, Vice President of the company and also a Vice President of NIRA. The Recorder for the session was Mr. A. M. Dick of Dofasco, Hamilton, Ontario, Canada, and a past President of NIRA.

The following is a digest of Frank Flick's remarks as carried in *Hyd-Air*, published by Miller Fluid Power, Flick-Reedy Subsidiary Corporation at Bensenville, Ill.

Flick began with:

"Many worthwhile ideas and much information have been offered during the past two days. However, it seemed to me that a few concepts voiced in these meetings should not go unchallenged.

"One of them, I felt, was based on, or influenced by, a prediction by Karl Marx, that the Industrial Revolution was going to bring about unemployment, and in turn poverty

and starvation such as the world has never seen, because mechanized production methods would turn out more goods than the poor, exploited workers could ever consume—a huge overproduction that would inevitably be countered by a sudden, drastic cut-back in all industrial and business activity.

"It seemed to me that some of the speakers at this International Congress concluded that the enormous productive capacities unleashed by the Industrial Revolution must be reined in, held tightly in check, and that one of the best ways to do it is to deliberately shorten the work week. Thus, they say, to avoid economic catastrophe, year after year, as mechanized methods and automation techniques advance, the people must be given less and less *working* time and more and more *leisure* time.

"Those who assume that this must be the pattern of the future, that the 40-hour work week simply has to give way to a 30—and even a 20-hour work week, are understandably preoccupied with the question: *How do we make plans for the vast amount of leisure that lies ahead of us?*

I believe the question is based on false premise. We may never see such a dramatic shortening of the

continued on page 38

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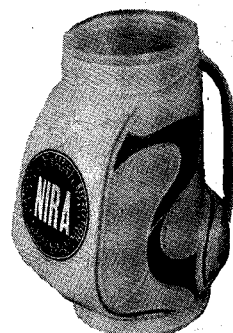
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continued from page 37

work week in our lives, unless the peoples of the world are willing to reduce their standards of living. This is highly unlikely.

"Karl Marx Wrong"

"In my judgement, Karl Marx, in his prediction of the economic consequences of the Industrial Revolution, was wrong. The Industrial Revolution, as initiated primarily by private inventors and entrepreneurs in England, and implemented on the largest scale by private enterprise in the United States, has not glutted the markets of the world with merchandise that nobody could buy; it has not overproduced; and it has not brought about the devastating unemployment, poverty and hunger which Marx so ominously predicted.

"On the contrary, the Industrial Revolution inspired by private enterprise, not only has produced more goods than the world has ever seen it has produced a far more prosperous body of workers than the world has ever seen; and their desire for a better life, combined with their great purchasing power, has allowed them to consume and enjoy the enormous production which economic freedom has made possible. As mechanization advances, a smaller percentage of *production* workers is needed, but a larger percentage of *service* workers—to distribute and maintain all the products produced.

"Obviously, these are problems to be solved in many areas of the world. While mechanical innovations have resulted in temporary unemployment for certain types of workers, these people usually have found new jobs, and in the long run, power-driven machinery and other technological innovations have employed far more people than they ever disemployed.

"As just one example in America the invention of the automobile temporarily put a few hundred carriage makers and blacksmiths out of work,

but, in time, created new jobs for millions of men and women, not only in auto making per se, but in a host of related occupations, but in manufacturing and in service industries. There are other problems created by the automobile that need solution."

Detailed Analysis

Frank then proceeded to give a detailed analysis of "Work" and "leisure" and their inter-relationship, as indicated by subtitles to his remarks . . .

The Real Nature of Leisure and Work, The Search for One's Identity, Finding One's Self, Getting Away From It All, Work and Self-Fulfillment, Maturity and Long Range Goals, Bias Against Trades, Anti-Capitalistic Bias, Freedom of Choice, Making Jobs More Rewarding, Setting One's Own Work Standards, Creating Job Satisfaction, The Environmental Factors, Examples of Job Enrichment, The So-Called "Blue-Collar Blues," The Theology of Work Emphasize Job—Not "Benefits," The Concept Behind Leisure, The Leisure That Kills, Identity Theory in Practice, Achieving One's Goals, The Competitive Type, Need for Aerobic Fitness, What the Company Can Do, Exercise Is Work—and Fun, Making Exercise Safe, Personal Fulfillment, Work and Play Inter-related, Active Leisure—Rewarding Work.

His concluding statement:

"And so I make my play for *more active leisure and more rewarding work* in the firm belief that we must love to work, and we must love to play, and that to some extent we can and should do both at the same time, whether we are earning a living, serving our country, serving others, or serving ourselves by doing the daily exercise that builds and maintains a healthy mind and body."

Vice President Conrad's talk covered the History of Industrial Recreation in the United States. ■

doing things the old way. Maybe the traditional, formal and expensive annual Christmas party should be replaced by four or five smaller and less expensive parties during the year. Frequency is more important than the size of the program.

Surprise, excitement, informal, unstructured, are the words for the future. Instead of the annual picnic maybe you'll plan a day with an art and crafts program, in addition to other events. Another time during the year, perhaps you'll have a Renaissance fair party complete with costumes, where your people can buy and swap hand-crafted items or antiques. The next time maybe it will be a variety dance with rock, waltzes, square dancing, and what have you. And don't make it scheduled. Let anyone participate in everything throughout the day. These people don't want to be programmed like, at 10:30 we will work on leather belts, at 12:00 everyone will eat, at 1:30 everybody will go in for a swim. It just won't work like that in the future.

Many of you handle or counsel on employee's travel plans. With the possible exception of the "Traditionalists" group and the "Got It Made" group, the trend in travel will be away from the luxurious Grand Tour, total vacation-type of travel to shorter, more frequent, inexpensive types of pleasure trips.

There is increasing interest in the new and unusual places and accommodations, rather than the old traditional points of interest. Novelty and change will again be considered more important than standard tourist destinations.

In summation, the trends for the future social climate indicates persistent unwillingness on the part of many Americans to spend time and effort against a goal. This has serious implications for the production of products and services. It may even indicate that we are moving toward a reduced performance criteria.

Thus, the role of the recreation administrator will assume even more important dimensions in the years ahead. Your ingenuity and creativity might well set the tone for the ultimate success of your company. ■



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recreation management

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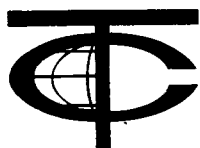
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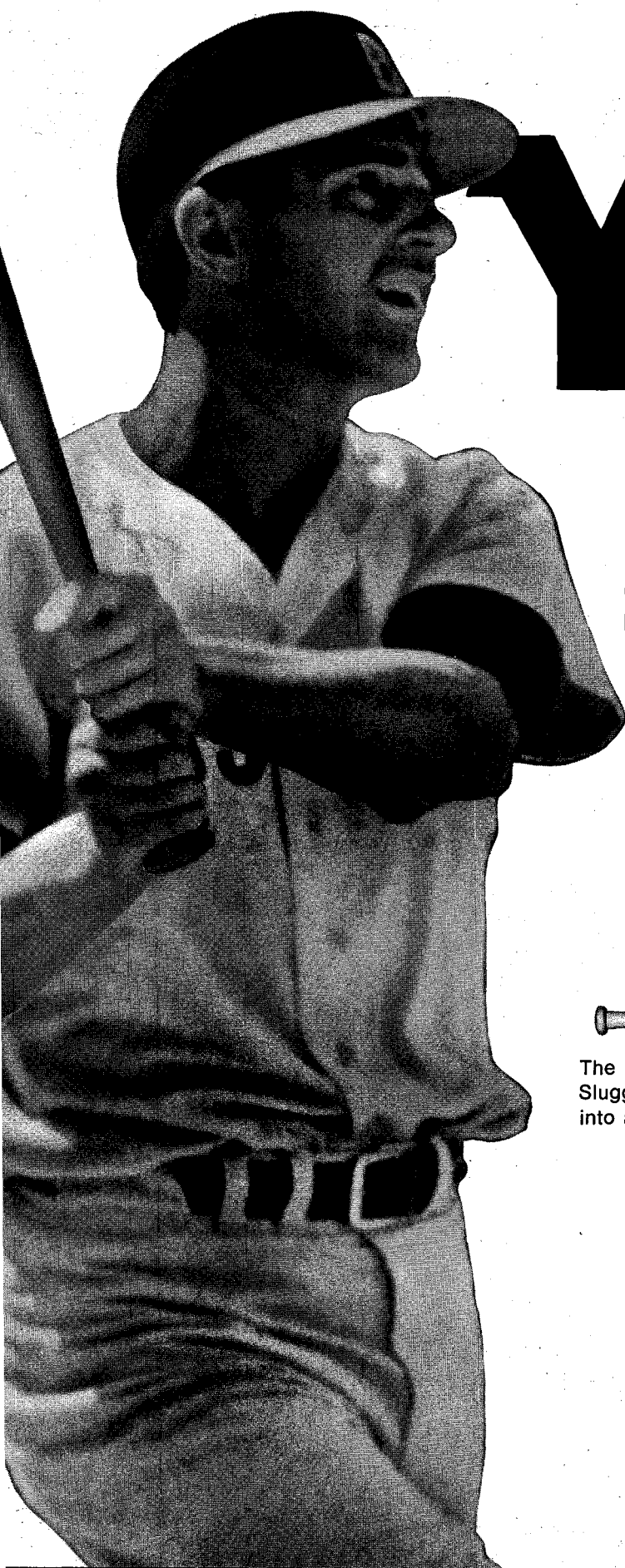
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recreation management

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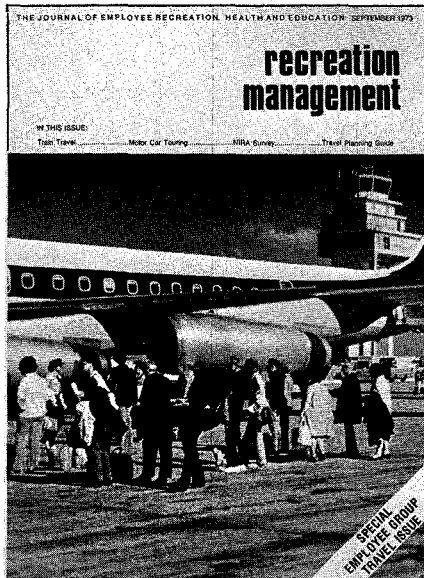
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About The Cover



Bethlehem Steel employees are shown departing on a charter flight during the first year of a travel program that is growing by leaps and bounds. Officials predict that at the present participation growth rate Bethlehem Steel employees will set a travel participation record in 1973-74.

Cover photo by Jim Loy

of Carnival and Comus, god of revelry, join in ruling the city that never seems to sleep.

And there's more! The collage burst forth vision of...the New Orleans Saints, the Super Dome, the Lakefront and levees, Tulane and Loyola Universities, the uptown Garden District, a streetcar named Desire, living plantations and mansions, the flea market, thoroughbred horse racing, flashing swords at the dueling Oaks, game fishing in the Gulf, spinnakers on the horizon of Lake Ponchartrain, voodoo magic, Spanish moss on stately oaks, above ground cementaries, Mardi Gras, Julips, jazz funerals, the Cabildo and Presbytere, St. Louis Cathedral, bayous and swamps...and of course "Old Man River", the mighty Mississippi, constant companion and guardian of New Orleans.

But, her people contribute the most toward making New Orleans unusual among American cities. The love for romance and cuisine comes from the Creole; their stamina from the early Americans settlers; the refined cultural qualities from the aristocratic Southern planter; their self reliance from the River people; the love for the land from the Indians; and from all, the love for entertaining and welcoming friends. It is the people of New Orleans...their way of life...that make the difference.

And so...the chicory coffee aroma fills the air, the bells ring out, a dawn breeze sweeps the balcony of the quarter and the deep throated horn of a freight train sounds...New Orleans is awaking and getting ready to receive its newly arriving guests with charm and southern hospitality.

New Orleans is something better! ■

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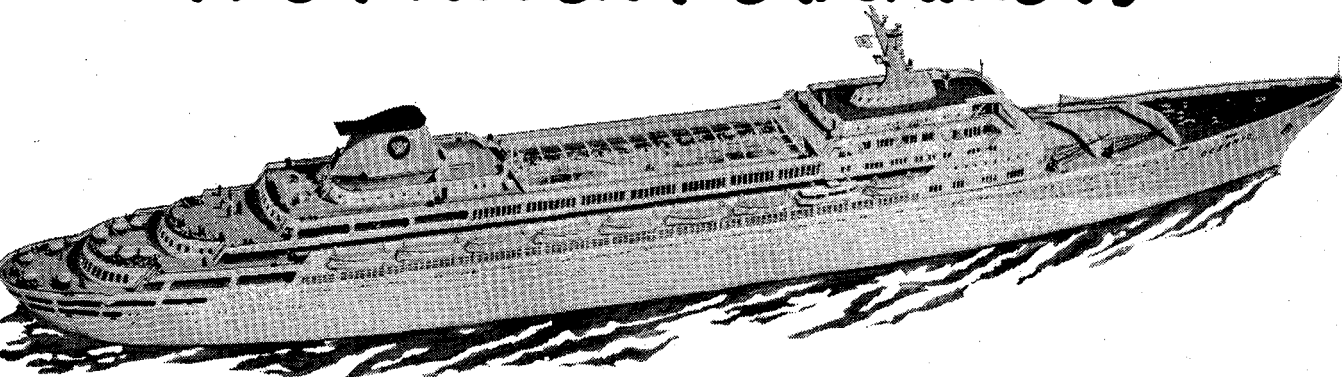
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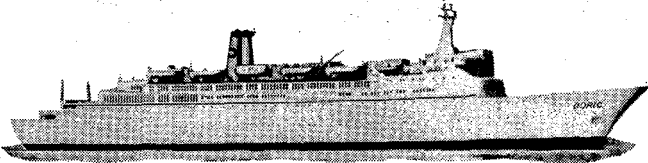
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A functional display case for travel and activity material is often a problem for recreation directors. Ken Leonard, Executive Director of the Lockheed Employees' Recreation Association in Sunnyvale, Calif. says the display case pictured above serves these purposes well and is extremely versatile. It is approximately five feet long by three and one-half feet high. It is on rollers that permit it to be easily moved around their building or to other buildings primarily cafeterias. There is a storage space in the rear for flyers, sheets, etc. Leonard said it was constructed by a local carpenter at a cost of \$150, four years ago. LERA staff members in the picture are Carol Christensen, left, and Mary Higday.



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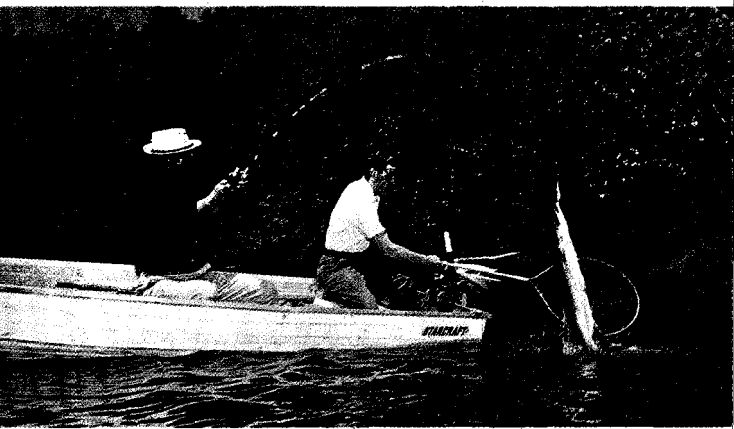
COMPASS points the way to savings in both time and money in many ways. (See brochure opposite page.) ⌚

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Netting a fighting
muskie in northern
Wisconsin
Scuba diving in
Florida waters

COMPASS is an international club offering superior sports and leisure-time opportunities for families and individuals. It points the way to savings in both *time* and *money*.

COMPASS is able to provide unique experiences to its members because it owns and operates hotels, resorts, lodges, ranches, private hunting and fishing preserves, and vast wilderness acreage in the U.S., including Hawaii . . . and in Canada, Mexico, Honduras, and Africa. Your membership card entitles you to discounts of from 20 to 50 percent at these facilities.

But that's not all. COMPASS members also receive preferred treatment and reduced rates at many other choice recreational sites. And guest privileges at leading private and semi-private clubs.

Time is money to most of us. COMPASS offers a variety of fun-packed "mini-trips"—four-day weekends for busy people who have only limited time for recreation.

COMPASS keeps in touch. Each member receives a complete, illustrated guidebook describing in detail all COMPASS sports and recreational opportunities. Members get monthly newsletters and frequent, up-to-the-minute bulletins of scheduled trips and newly added facilities.

COMPASS members enjoy:

Travel savings: Special rates at COMPASS facilities, plus discounts at leading hotels and motels throughout the U.S. and abroad. Discounts at major rental car agencies as well. Just show your COMPASS card.

Group trips: COMPASS makes it easy by scheduling convenient group excursions—and passes savings along to members. Wilderness canoe expeditions . . . African safaris . . . deep-sea fishing with skilled boat captains . . . ski trips to famous slopes . . . and others you request.

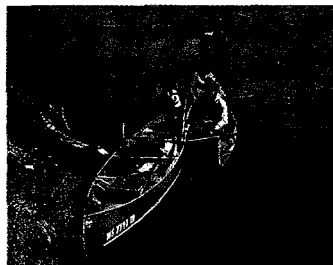
Transportation: A capable, efficient department that cares makes all arrangements for group excursions. COMPASS will make individual flight reservations upon request.

Privacy: Vast areas of recreational land are available to COMPASS members. Controlled usage eliminates congestion and overcrowding.

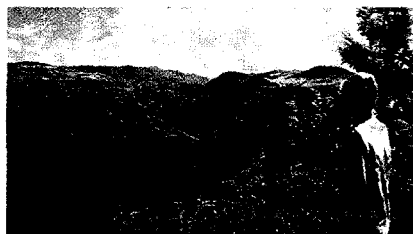
COMPASS membership costs only \$25 annually, plus a one-time initiation fee of \$15 when you join. A membership includes the family, of course.



Salt Lick Lodge, Kenya
Boating a dolphin in the
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Pack trip in Colorado
Getting acquainted with nature



Wilderness canoeing,
British Columbia
A COMPASS family campfire
"The Garden Isle"—
Kauai, Hawaii
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Discover the wilderness

Family frontier living in a rustic cabin in the Rockies, where you and the kids catch your own breakfast in a fast-running stream, chop wood and carry water, pan for gold, explore to your hearts' content . . . Campers will delight in the abundant campsites of COMPASSland . . . Take a guided pack trip into a ruggedly beautiful wilderness area . . . Or a canoe and fishing expedition in Canada.

Some like it cold

Ski in the "champagne powder" of the northern Colorado Rockies from your headquarters at COMPASS' popular Inn at Thunderhead in Steamboat Springs. Or share in the fun in the Wisconsin and Michigan northwoods—downhill and cross-country skiing, tobogganing, snowmobiling, sleighriding, snowshoeing, and ice-fishing. At day's end, put up your feet before a glowing fire at one of COMPASS' lodges and relive the joys of the day.

If fishing is your sport

There's a muskie with your name on it in northern Wisconsin . . . trout in Colorado and Montana . . . marlin in the teeming waters of the Sea of Cortez . . . tarpon in the blue-green Caribbean off the coast of Honduras. COMPASS knows where they are, how to get there, and how to catch 'em.

Prize hunting?

COMPASS can point you to everything from wide-open upland bird shooting on private preserves to a big-game safari in Kenya; from elk in the Rockies to jaguar and wild boar in a virgin Central American forest.



Compass

A magazine as big as the great outdoors, filled with interesting, exciting, and authoritative articles. Beautifully illustrated throughout. Available to the public at newsstands or by subscription; to members at a special low introductory rate.

Equipment & Gifts

Catalog of quality items available only to COMPASS members. Top-of-the-line sports equipment—rods, reels, guns, skis, camping gear, luggage, clothing, unique gifts. All offered at significant savings made possible by volume club purchases and special orders.

Meetings

COMPASS offers a variety of clinics and seminars in convenient locations—featuring experienced outdoorsmen, movies, panels of experts on specific outdoor subjects. Members improve their skills, share experiences, and learn from one another.

Compass is recreation international

COMPASS CLUB offices are located in Bessemer, Michigan; Chicago, Illinois; Henderson, Kentucky; Iriona, Honduras; Kauai, Hawaii; Lansdale, Pennsylvania; Madison, Wisconsin; Milwaukee, Wisconsin; Nairobi, Kenya; San Diego, California; Steamboat Springs, Colorado.

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nira news

English classes aid hiring for Du Pont

English classes are termed an aid in hiring recent immigrants at the Newark, N.J. plant of E. I. Du Pont Nemours & Company.

In a recent session, two classes totaling 14 men met three hours a day, five days a week, for seven weeks. Most of the men are Portuguese, but the classes also included two Spaniards, a Colombian and a Cuban, with the men ranging in age from the mid-twenties to the mid-fifties.

The plant starts classes in English whenever the need arises and terms it a valuable asset to employee development.

Hughes radio club active in field day

The HFEA Amateur Radio Club of Hughes Aircraft Company in Torrance, CA., participated in the American Radio Relay League Field Day, an annual event designed as a nationwide test for emergency communications capabilities of amateur radio clubs and operators. The 24 hour test is in the form of a contest to contact the largest number of other amateur stations on the various amateur frequency bands.

Although only five operators were available at the site north of the Fulton facility, the HFEA club simultaneously operated four transmitters on different frequencies and made over 500 contacts in the 24 hours according to Bill Dean, president.

The club continues to be active in Navy MARS (Military Affiliate Radio System) and maintains several weekly schedules with South Pacific stations to run phone patches between servicemen and their families.

powder puff football at Crown

When the Crown Life Insurance Company powder puff football team got together for their first practice there wasn't a powder puff in sight according to the report of the company publication, The Crown Crier.

The first gruelling two hour workout began with a 50-yard dash and progressed through a condensed crash course in pass patterns, blocking patterns and basic strategies.

bicycle club newest McDonnell Douglas activity

The Bicycle Club, is the newest activity in the McDonnell Douglas Company—St. Louis recreation program.

The club's organizational meeting was attended by nearly 75 employees and family members. They enjoyed a group excursion of the forest park bicycle trails. Similar trips will be among principal club activities.

Ipalco clubs view displays

Sports displays were a feature of a joint meeting of two clubs whose members are employees of the Indianapolis Power and Light Company.

Members of the Ipalco Conservation Club and the Ipalco Men's Club and their children enjoyed viewing the various sports displays followed by a showing of films.

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Our Own Private Beach

company profile

Award Winning Programs

at Cummins Engine Company

Comprehensive recreation programming has earned the Cummins Engine Company, Inc., Columbus, Ind., the 1972 NIRA-United Savings-Helms Athletic Foundation Award for excelling all aspects of employee recreation programming for companies of five to ten thousand employees.

The company also won this award in 1970 and in 1971 they won a NIRA Certificate of Excellence for their softball program.

INDOOR BASKETBALL—Fifteen men's evening league teams participated in Cummins slow-break indoor basketball leagues. A new fast-break indoor basketball league was formed with 17 men's teams participating. This made a total of 32 men's teams participating with a total of 383 employees playing 255 games. This compares with 21 men's teams and 217 employees participating in 1971.

OUTDOOR BASKETBALL—Twenty-five men's teams participated in the C.E.R.A. slow-break basketball leagues. A total of 278 employees played 67 regular season games. In 1971, 26 teams and 270 employees participated.

BOWLING—C.E.R.A. sponsored two employee bowling tournaments during 1971-72: a fall singles tournament with 208 employees bowling and a winter team tournament with 270 employees participating. In addition, C.E.R.A. paid the entry fee for 56 employee bowling teams that participated in various area leagues.

GOLF—C.E.R.A. sponsored two summer regulation tournaments and a fall par 3 tournament. A total of 300 employees participated in the summer tournaments compared with 287 who participated in 1971, at Otter Creek Golf Course. Ninety-eight employees participated in the first fall par 3 tournament at Rocky Ford Golf Course. Golf league play also expanded in 1972 with 24 employees participating in the morning league and 57 in the four evening leagues.

HORSESHOES—C.E.R.A. sponsored one horse-shoe tournament as well as a summer league. A total of 15 employees participated in the tournament and eight employees in the evening league.

VOLLEYBALL—Seventeen teams playing in morning and evening leagues recorded a total participation of 775 compared with 15 teams and 614 participants in 1971.

DUPLICATE BRIDGE CLUB—Three tournaments are sponsored throughout the year and all employees are welcome to play.

CHESS CLUB—A total of 33 employees meet on a bi-monthly basis for friendly chess competition.

MODEL CLUB—The Model Airplane Organization maintains an active program with four special contests in addition to weekly flying schedule.

ICE HOCKEY—C.E.R.A. sponsored Ice Hockey League consisted of four teams and 63 players. In 1972, 23 games were played with 643 employees participating.

PHYSICAL CONDITIONING—This program stressed a non-compulsory program of physical exercise and participants totaling 3,953 enjoyed use of the gym, weight room and sauna bath at the Foundation for Youth.

SOFTBALL—Softball leagues saw 46 teams playing in four men's leagues with 733 employees participating. This compared with 43 teams and 713 employees in 1971. In addition 63 employees participated in four women's leagues. All games were played on the new Ceraland three diamond softball complex.

SOCCER—This was a new activity which saw employees and their families participating weekly at Ceraland Park.

TRAP SHOOTING—A year-around program with morning and evening leagues as well as special shoots was available; four leagues were held and the total participation for the year was 3,934. Ten squads represented C.E.R.A. and Cummins at the NIRA Trap Shoot in Middletown, Ohio.

continued on page



associate profile

Sofico Vacations New Horizons in Travel

A European vacation—especially with luxury-style accommodations—has for many years been considered beyond the reach of many U.S. travelers. This is no longer true. Sofico Vacations' travel packages, based on condominium-type living, now make it possible for members of employee groups to take a vacation on Spain's Costa del Sol, one of the world's most popular resort areas, at rates within the budget range of most groups.

A Madrid-based company, Sofico has built 38 buildings along the 86 miles of Mediterranean coastline from Malaga west to Marbella and Estepona (the Costa del Sol) where the climate is considered ideal the year around. These buildings contain one to three bedroom luxury suites—4,000 of them—with more being built every year.

Here, then, is the answer for groups who want to avoid the stereotype vacation but must also get full value for the vacation dollar spent. In these days of inflated costs and unfavorable exchange rates, Spain remains one of the few affordable European vacation areas.

Sofico's vacation packages contain air fare, round-trip transfers, and meals in Sofico's top-flight restaurants. Guests are looked after by a multi-lingual staff, and receive daily maid service. Each suite has a balcony with a spectacular view; kitchens are fully equipped; china and linens are furnished. And there are children's nurseries for guests who need them.

During the sunny daytime hours, a multi-lingual recreation director sees to it that guests have the opportunity to enjoy all of Sofico's vacation facilities. All complexes have swimming pools; swimming and gym classes are conducted daily; equipment is available for every kind of water sport.

Guests may enjoy the entertainment at any Sofico complex—such events as concerts, ballets and gypsy dance groups and many others are presented regularly. Restaurant dining is also interchangeable—guests dine at the restaurant of their choice at any Sofico complex.

NIRA members interested in learning how Sofico can offer a different kind of European vacation package should write to: Sofico Vacations Inc., 680 Fifth Avenue, New York, N.Y. 10019; phone (212) 586-2500. call on the toll-free reservation number 800-223-837.

sofico vacations inc.

Western Airlines, The Only Way To Fly

Western Airlines has the distinction of being the oldest, continuously operated commercial airline in the United States, established April 17, 1926.

From four open-cockpit biplanes and a route from Los Angeles to Salt Lake City 47 years ago, Western has grown to 71 jet aircraft that fly a 26,581-mile system. Its red, white and black-trimmed fleet is seen from Minneapolis/St. Paul, west to Honolulu and Hilo, north to Anchorage and south to Mexico City and Acapulco.

Doloris Hopper, manager of marketing and convention sales, represents Western in NIRA. Her relatively small staff in Western's Los Angeles headquarters has been greatly assisted in the field by special convention representatives in Western's sales offices. They give personal, on-the-spot assistance to organizations such as NIRA in planning regional and national meetings. Their sole responsibility is for meeting and convention marketing and promotion. In effect, they make your meeting planning job easier.

Western's convention representatives help groups develop attendance and build enthusiasm for professional meetings through special mailings and follow-up telephone calls, offering personal assistance in travel planning.

For association members traveling as a group to conventions or meetings, Western convention representatives arrange special airport handling and personal touches such as VIP baggage tags for easy group identification.

Mrs. Hopper's staff is often available on-site at conventions for reconfirmation of reservations and to assist in promoting the next year's regional or national meetings.

Western's route system is particularly attractive for convention planners. Its cities are gateways to superb recreational areas and resorts, with excellent convention facilities.

From Mexico's Latin charm to the wild beauty of Western Canada and Alaska, from Minnesota's sparkling lakes through exciting Las Vegas and Palm Springs, to Hawaii's Polynesian paradise—Western's destinations are attractive to every conventioneer.

Mrs. Hopper invites you to discuss your group meeting or convention plans with her staff. Write or call: Doloris Hopper, Manager of Marketing and Convention Sales, Western Airlines, 6060 Avion Drive, Los Angeles, Calif. 90009. Telephone: (213) 646-4317.

travel spotlight



Wrought-iron lacework attracts the eye throughout the New Orleans French Quarter. Travelers would plan at least half a day to wander through the Quarter enjoying the various architectural styles and little shops tucked into corners.



Mardi Gras parade crowds stretch for the souvenir beads and confetti thrown from floats. Though the big parade is the highpoint of the Lenten Season, a Mardi Gras spirit lives every night of the year in New Orleans.

—Eastern Airlines Photos

NEW ORLEANS... SOMETHING BETTER

By John W. Abbott
Abbott Tours, Inc.
New Orleans, Louisiana

"Mr. Recreation Director, where have your company's employees travelled as a group in the last couple of years?"

"Well, Let's see...Rome, Hawaii, Mexico, and Las Vegas."

"Ever been to New Orleans?"

"No."

How many times have you heard this? New Orleans has been a sophisticated civilized port for more than two centuries. She knows Opera, great cuisine, fashions, blooded horses, fine arts, education and jazz, and she is old enough and wise enough to understand them

all. She is still a hundred blocks of Europe in America, a grid of narrow streets in the lacy shade of iron wrought-iron balconies. Her days begin with steaming chicory coffee served in the sunlight beside a splashing patio fountain and ends to a wail of a jazz trumpet resounding from nearby Bourbon Street. New Orleans...the sensual city. Her sights, sounds and smells...tease you...beguile you...lift you back a century to a more romantic, tranquil and predicable time.

So, why haven't you been? With an unprecedented boom in the economy, New Orleans has revitalized its quest for national prominence in music, tourism and cuisine. New Orleans has put it all together. Her facilities, her hospitality and her people are all geared to the visitor...be it one from La Mancha or 10,000 miles from Chicago. She awaits them all.

New Orleans hotels rank with the finest in the world... from the traditional elegance of the Fairmont Hotel to the modern poshness of the New Orleans Marriott. The rise. Here are the hotels with that special "hospitality" to suit even the most discerning. Choose from the small, intimate, deluxe guest houses adorned with true antique furniture, such as the Maison de Ville. Select the rambling convention facilities of the Braniff Hotel, largest in the city. Use the patio courtyards of famous French Quarter establishments like the Royal Orleans and the Chateau Le Moyne. Decide on the New Orleans' Quadrone Ballroom. Any requirements for accommodations can be fulfilled by New Orleans with its traditional and always welcomed southern hospitality. Moreover, there is a variety of prices. For the budget minded or for the deluxe group, there is a "perfect place" in New Orleans.

New Orleans is also a city of fabulous food and fine restaurants, and it may be said that many persons visit New Orleans, quite simply, for the sake of its delightful cuisine. Here, the preparation and serving of food are the arts...haute cuisine is a living tradition. A great chef is an honored man, and a good sauce is his proud achievement. Here you will discover New Orleans Creole cooking that is a unique and fantastic blend of culinary art from France, Spain and the West Indies, with a secret or two borrowed from the Choctaw Indians who once manned a trading post where the French market now stands. Chefs in New Orleans have a special way with food. And they're not all at the expensive restaurants either. Neighborhood oyster bars, friendly cafes featuring red beans and rice & selling monumental poor boy sandwiches are memorable too. And if you miss out on Creole Gumbo or breakfast at Brennan's, you haven't lived. This is the city that gave us jambalaya, seafood gumbo, and shrimp remoulade to the world.

New Orleans is also a lively and gay city with an intriguing variety of exciting night life. She is a stay-late town...a place to unbend and enjoy life. Every night has a little bit of Mardi Gras in its magic. This is the town where jazz was born...on Basin Street and brought up by some of the greatest musicians in America...a town that today offers more varieties of jazz than at any time in its history. Hear it for the price of a contribution at Preservation Hall.

Or spend your evenings listening to a quiet piano, dancing, or enjoy the colorful entertainment at an intimate cabaret show...join the laughter and singing in one of the French Quarter's 200 year old taverns. No matter what your pleasure, you will discover an intriguing new world on New Orleans' Bourbon Street...incomprehensible and undescrivable! It must be experienced and felt...intimately!

New Orleans also has had its past...an era of historic importance and opulence. It all began almost three centuries ago, when La Salle claimed the entire Mississippi basin in the name of the French King...nearly 250 years ago Bienville established his settlement in the great bay near the Mississippi's mouth. It was during the early 1800's that the delta sugar barons grew rich beyond the wildest New World dreams. And even though the War between the States crumbled the great plantations, it couldn't crush the flourishing Crescent

City. She has been cruel and unbending, but also warm and understanding as when she aided the refugees from French Arcadia, and now famous Cajuns of Southern Louisiana. The city still has many reminders of old Europe and the old South. The historic French Quarter and the exciting Mardi Gras Festival are but two links with the past. There remains in New Orleans' character a deep seated nostalgia for the past...preserved and held in trust for future visitors.

New Orleans is always showing its love for festivities. The annual Sugar Bowl Classic, Mardi Gras, Spring Fiesta, the Jazz Festival and Food Festival to mention a few. There is hardly a day that passes that there is not an outward show of the long love affair between New Orleans and her people. Of course, Mardi Gras is the most famous. There's nothing like it. The Mardi Gras celebration goes back to the ancient Roman custom of merrymaking before a period of fasting.

The term, Mardi Gras, itself arose from the French custom of parading a fat ox through the streets of Paris on Shrove Tuesday. During the carnival season, the Krewes (social clubs) give balls and private parties. Their members parade in the streets and mask in fancy dress along with marching bands and beautiful floats. It begins on Twelfth Night and ends on Shrove Tuesday. On the last nights, Canal Street jams with revelers in indescribable costumes, joining the parade and hanging over balconies to catch the lucky doubloons hurled from lavish floats. And on the final evening, Rex, King

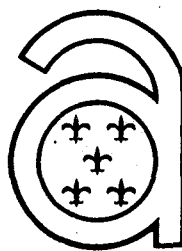
continued on page 4

NEW ORLEANS

Tour Arrangements

the most important ingredient in any trip is the honor and integrity of its producer. **abbott tours, inc.** the most respected of resident Tour Operators in New Orleans assures you of no less than the best in planning and operation thereby guaranteeing a trouble free and memorable visit to New Orleans.

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Take The Train . . .

Having fun while getting there is the major attraction of group travel by train.

Passengers traveling together may relax over a drink in an Amtrak lounge, then enjoy a cooked-to-order meal in dining cars brightened by fresh flowers and sparkling white linen. Then they can sit back and watch the scenic beauties of America roll by without the worry of driving.

Some Amtrak trains feature recreation cars with movies to watch and games to play. The younger set can spend their time coloring or working out the puzzles and rail oriented games in Amtrak's entertaining "Fun 'N Games" book while their elders dash off a quick note on special stationery which might read "On Board Amtrak's Empire Builder" or play a card game with cards which bear the red, white and blue Amtrak logo.

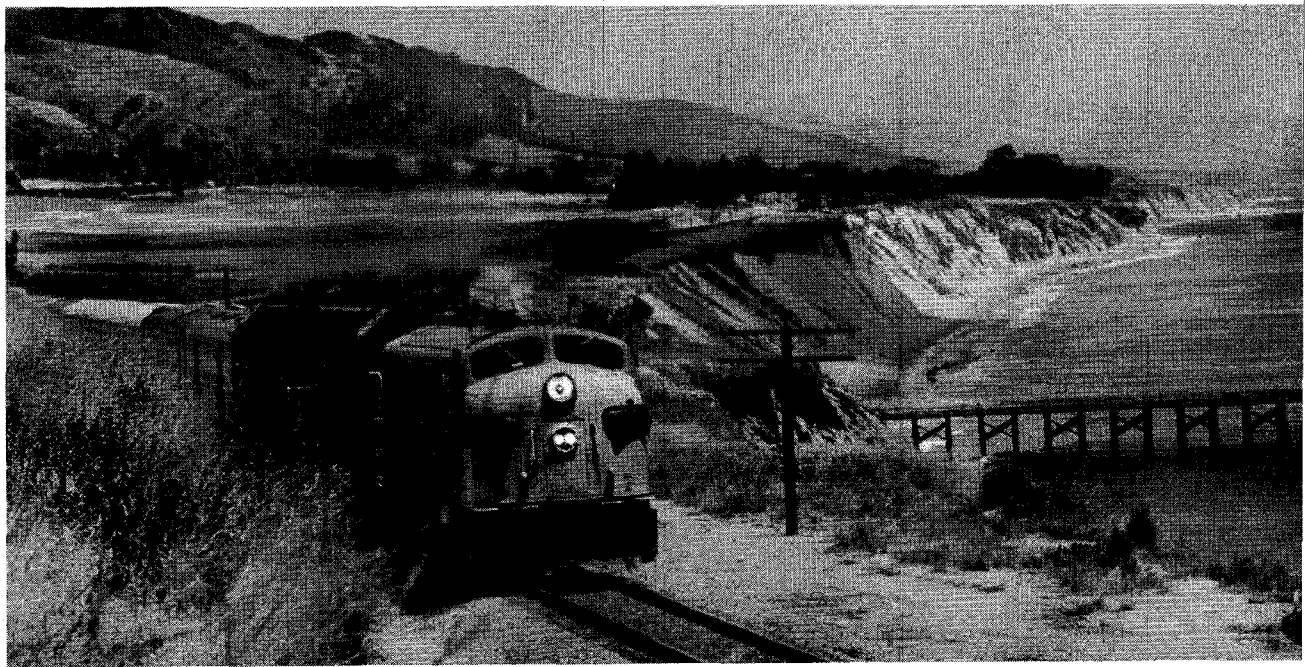
Within Amtrak's national route system, travel possibilities are almost limitless. A group of 30 or more may see scenic San Francisco, the wonders of Yellowstone Park or enjoy sunny Florida, traveling at Amtrak's special 25 per cent coach discount for groups. Groups of 15 to 29 persons qualify for 12-1/2 percent off the regular coach fares.

Many veteran travelers agree there's no better way to see America than traveling by train. Often the super

highways miss the truly scenic routes. "There is much more variety from a train window that you don't get from an interstate," one passenger on a West coast train was heard to say. "And have you ever tried to see the sights from an airplane?"

Amtrak's San Francisco Zephyr winds its way from Chicago through scenic Colorado and the Sierras and Nevadas, offering a breath-taking view of Donner Pass and the American River Canyon, not accessible from any other mode of travel. Passengers on the Coast Starlight/Daylight from Los Angeles to Seattle can almost feel the sea breezes of the Pacific as the train cuts along the coast only feet from the water at times. They may watch the farmers harvest lettuce, artichokes and fruit in the famous agricultural areas of Salinas and Santa Clara Valleys, with occasional stops at Spanish styled train stations along the way.

If international travel is the passenger's wish—Amtrak can give a small, but scenic sampling. The popular Washington/Montreal train leaves each city every afternoon offering passengers a look at the beauties of New England and New York City's skyline. Vancouver, British Columbia is also on the Amtrak route and passengers who wish may take a ferry boat/bus ride from



Amtrak's Coast Daylight/Starlight train follows the rugged California coastline for 113 miles on its 1,375 mile run from Los Angeles to Seattle. It is shown just out of Gaviota, between Santa Barbara and San Luis Obispo.



Passengers in the dome car on Amtrak's San Francisco Zephyr have a panoramic view of Nevada as the train speeds along between Chicago and San Francisco.

ncouver to quaint Victoria for a look at the famed
tchart Gardens. Connections can be made for Mex-
City at Nuevo Laredo for those who desire a vacation
the Mexican culture.

Train service is also offered to most of the historic
es of the colonial East. In fact, Amtrak serves every
jor American city, most recreation areas and many
the National Parks.

Amtrak reduced group rates are available for coach
vel from September through May, on all trains except
troliners. Groups may also travel in first class accom-
modations, but at full fare, although family rates do
ply. For exclusive occupancy, a group must have
full fares for a sleeping car or 35 full fares for coach.
rthur information on group travel can be obtained
m travel agents and at Amtrak sales offices.

Group travel is proving to be a popular way to go
ccording to Arthur Lloyd, Amtrak's Manager of Groups
d Special tours. Lloyd says group travel is on the
rease and has already shown a 40 percent jump
1973. He says the most popular destinations have
en California (San Francisco, Los Angeles and San
ego), the National Parks, Pacific Northwest, Florida
d Colorado.

The group travel increase is part of an overall reversal
the decline of rail passengers travel accomplished
Amtrak since it assumed control of the nation's rail
ssenger net work over two years ago. Ridership
owed an 11 percent gain during the corporations's
t year of operations, reversing a 20-year decline.
After assuming control of the rail network, Amtrak
mediately embarked on a major refurbishment pro-
gram putting hundreds of 20-year-old cars back in A-1
ape. The equipment available for purchase by Amtrak
eraged 20-years-old and was in a state of disrepair.
Now over half the fleet has undergone refurbishment
cluding major mechanical overhaul and bright new
eriors. Five train in the system now completely refur-
hed are: The Chicago-New Orleans Panama Lim-
d, Boston-to-Washington Merchants Limited, New
rk/Washington-Chicago Broadway Limited, New
rk-Florida Silver Meteor and Los Angeles-Seattle
ast Starlight/Daylight.

Amtrak has also begun a program to renovate or
ld new railroad stations throughout the system. The
t new station was opened last fall in Cincinnati, and
second is now under construction at Jacksonville,
rida. A most extensive remodeling job was recently
npleted at Springfield, Massachusetts, and plans are
derway for a new facility at Richmond, Virginia.



Dining room attendant signals meal times with these chimes, walking the length of the San Francisco Zephyr. This is the dome lounge car.

This summer Amtrak began to put in operation a
new \$7-million computerized reservation system which
should be completed nationwide next year. The new
system enables a passenger to make reservations
within a matter of seconds.

Amtrak's packaged tour program has been expanded
to included over 100 special tours to all parts of the
country and almost 2000 travel agents now have
Amtrak tickets in stock. Another 4000 travel agents
represents Amtrak for tour and ticket sales.

Amtrak has recently taken delivery on two new tur-
bine powered French trains for operation in the Midwest
this fall. Forty new diesel electric locomotives—the first
passenger locomotives to be put into passenger service
in decades—began operation this summer on a number
of western trains, and 15 new electric locomotives are
scheduled for delivery next year. Another major step
in the building of Amtrak's fleet of equipment was taken
this summer when Amtrak asked American industry
to design a totally new rail passenger car.

And so the passenger trains—recently thought to be
a dying part of Americas colorful past—are making a
come back. They are proving to be an exciting way
to travel for young and old alike. When your group,
family or you as an individual want to see the sights
in a convenient, relaxing manner, follow Amtrak's
slogan: Next Time Take The Train."

TENNIS TOURNAMENT—Three tennis tournaments were at Ceraland. A total of 45 employees participated in the two singles tournaments and 28 in the doubles tournament.

TURKEY AND HAM SHOOTS—A total of seven shoots were held during 1971-72 with a total participation of 4,040.

TRAVELOGUES—Twenty five employees and their families attended a film on England.

WATER CARNIVAL—This was a new park program. Relays and diving events were held for employee children and a skit put on by the park pool staff, followed by the Carnival. The total participation was 70.

TRAVEL PROGRAM—Eighty one persons went on the a tour to Hawaii.

TENNIS LESSONS—Tennis lessons were offered for the first time this year for employees and their families. In 1972, 83 employees and their children participated in two series of lessons.

CRAFTS PROGRAM—A Christmas Crafts Class and a Spring Crafts class were held for women employees and wives with 89 women registered. A total of 56 children enrolled for three one-week summer crafts programs.

HOBBY SHOW—A total of 62 employees attend the annual C.E.R.A. Hobby Show.

STYLE SHOW—A record total of 278 women view the 1971 C.E.R.A. Style Show.

FISHING CONTEST—The fishing contest is divided into three, two month sessions. Winners in each three sections as well as the grand champions were awarded cash prizes in each category. Thirty three employees and members of their immediate families entered the contest.

FOURTH OF JULY CELEBRATION—A record 27,996 persons enjoyed the celebration which included children's games, two variety shows, a men's softball tournament, and a fireworks display.

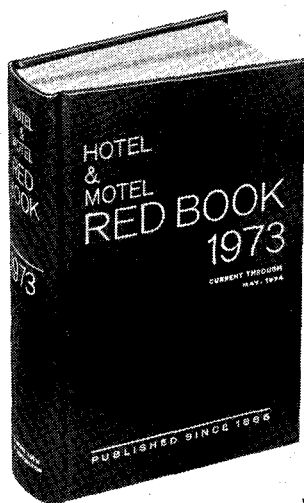
MINIATURE GOLF—A total participation of 25,100 was recorded at the Ceraland Miniature Golf Course with three special tournaments and 125 individuals participating.

MOVIES—Five movies were shown with 2,500 employees and their families in attendance.

RIFLE AND PISTOL MATCHES—Nine employees participated in light rifle match competition and several employees entered the bench rest matches also held.

HORSE SHOW—A total of 250 attended the C.E.R.A. Horse Show.

continued on page 19



If you're the one in charge of organizing trips for your company, you should have the Hotel & Motel RED BOOK.

The RED BOOK is really three directories in one:

- Domestic Hotel/Motel guide. Lists all members of the American Hotel & Motel Association (almost 8,000 properties). Easy-to-use columnar format gives information on number of rooms, rates, telephone number and location (airport, resort, downtown or elsewhere). Toll Free Reservation numbers within the listing.
- Business Meeting guide. Over 1,000 large and small properties are listed in this popular "blue page" section. Number of meeting rooms, seating capacities, exhibit space, dining areas, availability of audio/visual equipment are listed for most properties.
- International hotel/motel guide. Lists hotels in the Caribbean, South and Central America, Mexico, Canada, Europe, Asia, Africa and Australia, all affiliated with AH&MA or the International Hotel Assn.

Whether you're planning for a weekend in New York or a two week trip to Disneyworld, the Red Book is your best source of reference in selecting accommodations.

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888 Seventh Avenue—Dept. RM
New York, N.Y. 10019

Enclosed is \$_____ for _____ copies of the 1973 Hotel & Motel Red Book (Current through May, 1974) at \$12.50 per copy.

Name _____

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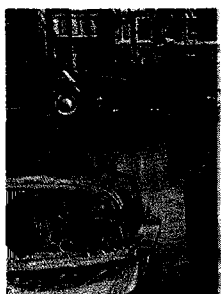
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State _____ Zip Code _____

Please add sales tax where applicable in New York and Florida.



Planning your group travel program

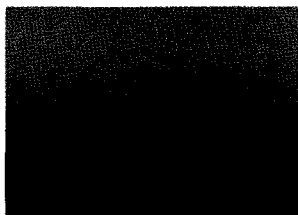


experience

To know what a tour operator can do, first take into account what it has *done*. Ask such questions as these:

- ☐ How long have they been in business?
- ☐ Do they handle travel to all parts of the world?
- ☐ What type of clientele do they serve?

Lisind has been making individual and group travel arrangements for over 90 years. We've prepared trips to all parts of the globe—Europe, Asia, Africa, North America, South America... We've planned every conceivable type of holiday, from an African Safari to a Pacific Cruise. Discriminating travelers travel through us —no matter where on earth they want to go—because of the Lisind reputation for impeccable taste. And because of the thoroughness with which we arrange and supervise every detail of every program we put together.



facilities

Another important factor is whether the operator meets your people's needs wherever they travel. Lisind International boasts a roster of 1,200 thoroughly professional representatives in offices throughout Europe, North America, the South Pacific, the Far East and South Africa. Whatever destinations are selected, you can be certain Lisind knows them intimately. And will show each place at its best. Moreover, there's always a congenial Lisind representative on hand eager to serve in any way he can.



stability

There are too many fly-night companies around *not* to investigate an operator's business thoroughly before giving him your money. With Lisind International you get twice the assurance you do with other operators. Not only are we known to be completely reliable and financially stable in our country, but we're affiliated with a giant, European transportation complex—Nederland Schipvaart Union (NSU). Furthermore, NSU is heavily involved in almost every phase of travel. So, with Lisind you enjoy the benefits of the combined efforts of two of the most reputable travel companies in the world: Lisind International and NSU.



hotels

Any operator can provide good accommodations at fine hotels during off-season. But what about peak travel periods? Where your group stays and what accommodations they obtain depends, to a great extent, on the operator's standing with hotels. Lisind's standing is enviable. Through securing accommodations for so many particular vacationers for so many years, we've formed long-existing and close relationships with the managements of the world's most distinguished hotels. This gives us the advantage of being able to make arrangements at competitive prices even during the height of the season and to provide visitors to *anywhere* with hotel addresses of distinction. Here is a sampling:

CITY	HOTELS				
AMSTERDAM	Okura de l'Europe	HAGUE (THE)	Promenade	NICE	Negresco Meridien
ATHENS	Hilton Grande Bretagne	HONG KONG	Peninsula Mandarin	PARIS	Inter-Continental Windsor Lafayette
BANGKOK	Inter-Continental Rama Hyatt	HONOLULU	Kahala Hilton Royal Hawaiian	RIO DE JANEIRO	Copacabana Palace
BRUSSELS	Westbury Palace	ISTANBUL	Hilton	ROME	Excelsior Michelangelo
BUENOS AIRES	Plaza	JERUSALEM	Inter-Continental King David	STOCKHOLM	Sheraton
CANNES	Carlton Majestic	JOHANNESBURG	Tollman Towers President	SYDNEY	Wentworth
CASABLANCA	El Mansour	LISBON	Ritz Sheraton	TEL AVIV	Hilton Plaza
COLOGNE	Excelsior Ernst	LONDON	Grosvenor House Kensington Palace	TOKYO	Imperial Keio Plaza Hilton
COPENHAGEN	Scandinavia Royal	LUCERNE	Schweizerhof Palace	VENICE	Royal Danieli Bauer Grunwald
DUBLIN	Shelbourne Gresham	MADRID	Wellington Palace	VIENNA	Bristol de France
DUBROVNIK	Libertas Excelsior	MEXICO CITY	Fiesta Palace Maria Isabel	ZURICH	International Nova-Park
EDINBURGH	Caledonian Royal	MONTREUX	Montreux Palace		
FLORENCE	Excelsior Savoy	MUNICH	Bayerischer Hof		
FRANKFURT	Frankfurter Hof Inter-Continental	NAIROBI	Inter-Continental Hilton		

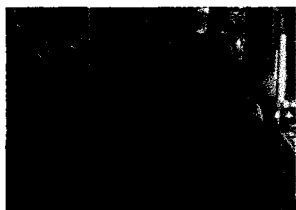
service

Every bit as important as where people stay is how they're treated when they get there. Will they be forced to cool their heels in the lobby for hours before being taken to their rooms? Will group members receive prompt, courteous service throughout their trip? Again, the Lisind name goes a long way towards smoothing the way. Hotels, airlines, sightseeing organizations, transfer companies are all aware of our reputation as a financially solid company that pays its bills promptly. They are accustomed to the fact that we handle discriminating people in massive numbers. For these reasons, Lisind travelers get something extra in the way of service about everywhere. From just about everyone. It's this priceless service that is often the difference between an ordinary trip and an extraordinary one. Yet this unique "Lisind" doesn't cost a penny more.

GENTLEMEN:

Please tell me how you can help me with my Group Travel program. I would also like to see some sample travel itineraries.

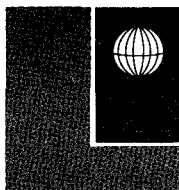
Name		Title	
Organization			
Address			
City		State	Zip
Phone			



tour escorts

If there is any one person who can really make a trip, it's the Tour Escort. He (or she) is the one who helps your group get to know the places they visit. It's up to the Tour Escort, too, to help the traveler make the most of free time. Which means, of course, that the escort has to be familiar with every nook and cranny of the area: the fascinating, little-known shops and restaurants, as well as the more famous landmarks. He's also the one who assists with reservations, baggage-handling, matters of protocol and any problems that might arise. Obviously, the Tour Escort's qualifications are as vital to the success of a vacation as the company he represents.

At Lisind International, we pick our Tour Escorts very, very carefully. The people we select are all intelligent, personable, experienced, well-educated and multi-lingual. They sincerely like people. And they do everything that can be done to make even a short stay a life-long memory.



Lisind International

Offices in the United States

New York	500 Fifth Avenue (To Dec. 14, 1973) New York, N.Y. 10036 (212) 279-7100
	5 World Trade Center, 6th Fl. (After Dec. 14, 1973) New York, N.Y. 10048 Dial Information (212) 555-1212
Los Angeles	1100 Glendon Avenue Los Angeles, Calif. 90024 (213) 477-5594
Chicago	140 South Dearborn St. Chicago, Ill. 60603 (312) 782-3669
Miami	245 Southeast First St. Miami, Fla. 33131 (305) 379-5774
Boston	407 Beale St. Wollaston, Mass. 02170 (617) 773-6461
Dallas	5805-A Sandhurst Lane Dallas, Texas 75206 (214) 369-3550

Offices Throughout the World

Lisind International is a vast, world-wide network with offices ranging from such major cities as London, Paris and Rome all the way to Tokyo, Sydney and Johannesburg.



group specialization

Now we come specifically to your group... Is it too large for the operator to handle properly? Or, conversely, will you be considered too small to warrant much attention? Has the operator dealt with groups of the same type before? These are all questions that have to be answered in order to assure the best possible vacation for your people.

Lisind has planned tours for groups of all types and all sizes (from 25 to upwards of 3,000). As an associate member of the National Industrial Recreation Association, we've made arrangements for countless employee travel groups. We can also point to thousands of satisfied travelers from religious organizations, garden societies, athletic clubs, professional groups, service club alumni associations, etc.. We can work within any budget, too—moderate-priced programs receiving the same care and attention as the most deluxe holidays. Moreover, whatever means of travel is called for, we arrange it. And when you go with Lisind you go modern, well-served, comfortable planes, motorcoaches, steam trains—you name it. So, no matter what kind of group you have and no matter where—and how they want to journey, we offer the type of program that has made us uniquely successful in the travel field.

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EMPLOYEE TICKET PROGRAMS—C.E.R.A. promotes employee purchase of tickets for selected shows and events.

EUCHRE—Three C.E.R.A. Euchre tournaments were held with a total participation of 142.

TABLE TENNIS—Twenty four employees participated in the February tournament.

SCAVENGER HUNT AND PUPPET SHOW—Eighty employee children attended this new program at Ceraland Park.

GOLF LESSONS—Golf lessons were offered for the first time, in cooperation with Otter Creek Golf Course. Thirteen employees and their children enrolled in the lessons.

UMPIRE CLINIC—In an effort to upgrade the quality of umpires, a clinic was held prior to the start of the 1972 softball season. Eighteen employees completed the clinic and were certified.

SOCCER CLINIC—Three clinics were held in an effort to introduce Cummins Employees to the game of soccer. 48 employees participated.

Recreation director, Stephen Waltz said, "We try to insure quality programming as well as quantity programming. Each program is evaluated not only by

attendance and budget but in relation to its worth to the employee.

The main question we ask is, "What can be done to improve the administration of program to make it more self satisfying to the participant?"

These challenges are met primarily, by instituting changes in programs that will solve the problems experienced.

For example, we have started an officials association as a result of employee complaints over inconsistency in officiating and the dress appearance of officials in league play.

Now to officiate and become a member of the Association, a prospective official must attend a one-day clinic prior to the start of the season. In this clinic, rules and techniques are discussed.

In addition, the Association provides each official with a uniform and assigns him pre-season games to give him the necessary exposure to the sport.

He also added that they use paid part time employees to serve as referees, scorers, etc. as little success had been possible in recruiting volunteers to run programs.

With \$150,000 allocated for new projects, work is underway on a kiddie fishing pond, a golf driving range, a new playground, reworking of the tennis courts, paddle boats and asphalt for surfacing the remaining roads in Ceraland.

The company employs a professional recreation staff with degrees in recreation and professional experience.

JAMAICA

People become Jamaica fans because
of the beautiful sun, sea, beaches, flowers, hotels.
And other reasons.

Last year, 72,000
people who vacationed in
Jamaica came back again.

Did they fall in love
with our 12 golf courses,
our 128 pure white
beaches, our ackee
soufflé, or our clear blue
water filled with coral
and marlin? We don't
know, but why not give
your travel groups a
chance to find out for
themselves.



The site of the 1975 NIRA Convention.

For information on sending groups to Jamaica, write to:
Group Sales Dept., Suite 254, Jamaica Tourist Board, 200 Park Ave., N.Y., N.Y. 10017



The dramatic Cliffs of Moher entice travelers to spend extra time enjoying their rugged beauty.

Motor Car Touring

By Michael Fryer
NIRA Executive Director

In past travel issues of Recreation Management Magazine, we have presented articles dealing with the many aspects of group and individual travel for employees and their families.

Notice the survey of company travel programs in this issue and you will note that most travel is in the form of a group whether it be 15 people, 40 people or groups of 200 and above. We find little evidence of motor car touring combined with

the group travel concept for economic savings purposes.

Some companies have in the past, assisted their employees with travel plans on an individual basis, however, they were for the most part limited to domestic automobile travel or domestic individual family travel arrangements.

Through discussions with many recreation personnel, company travel coordinators, and suppliers of hotel and motor car touring services, we have seen a tremendous need for a type of travel that does not have a name, at the present time,

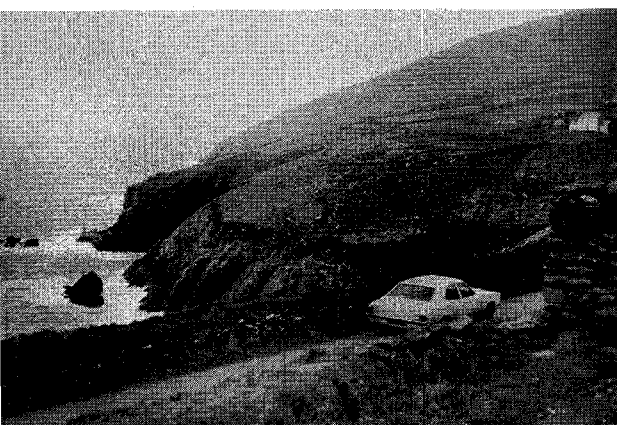
but we might call it "individual/group" travel.

Groups have been very popular and will always remain so because of the low cost for the maximum accommodations and service. The structured program allows the employee and his family to enjoy their vacation without any planning along the way. We believe this form of travel is beneficial and will maintain its rapid growth in popularity throughout industry.

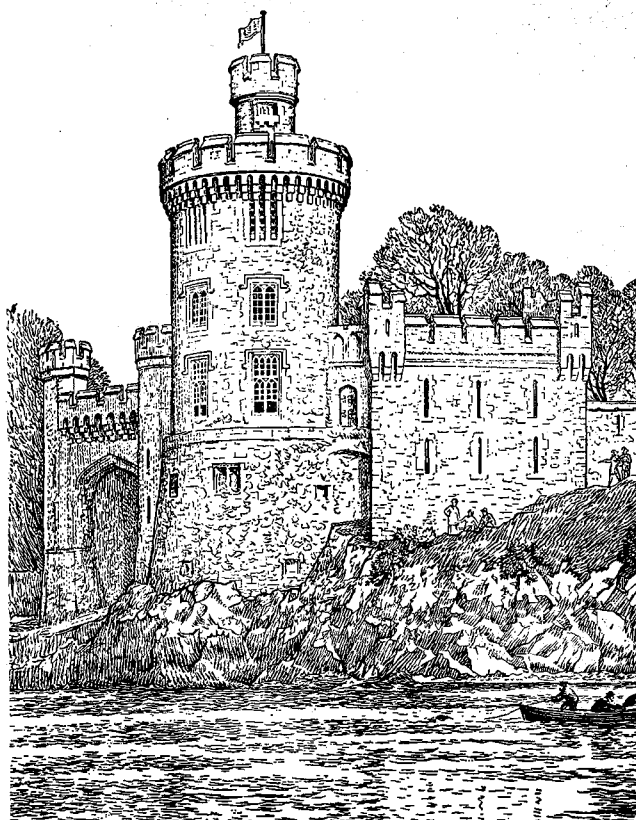
Many recreation/personnel coordinators indicate their companies do not have a travel program for



Michael Fryer with right hand drive car used while touring Ireland.



Mrs. Fryer is pictured along Dingle Peninsula Road where the Fryers went exploring off the regular tourist route.



Black Rock Castle in County Cork has been converted into a restaurant where travelers like to relax.

employees as evidenced by the 1973 NIRA survey. Some coordinators indicate that they do not want to obligate the company or the employees for a set number of charter seats. Other coordinators indicate they just don't have enough people to start a program or they believe the employees would prefer to make their own travel arrangements. To one extent we will concur that employees sometimes like to make their own travel arrangements but the basic fact is that everyone could enjoy the benefit of a money-saving on their travel plans. The purpose of this article is to

describe a group travel program with economic savings and individual flexibility for employees' decisions as they proceed through the travel schedule.

To demonstrate this concept my wife and I recently planned our vacation to Ireland and although we did not have a group, one could have very easily been adapted to this travel schedule with planning ahead by a recreation coordinator in cooperation with a travel agent, tour operator or tourist board. In our case we used the Irish Tourist Board as a resource in initial planning.

Our desire was to tour the south-

ern portion of Ireland by motor car, visiting the major cities and interest points. A group could have obtained the advantage of group air travel discounts and hotel accommodation discounts along the way. The cost of motor car transportation, if negotiated in advance, can often times be equal to or less than that of a motor coach. Individual cars allow the travelers the flexibility to make decisions to see specific things of interest and spend time on those most important to them.

Assuming that the recreation

continued on page 28

coordinator has made arrangements through a tourist board or travel agent, concerning the points of convergence and mode of transportation, we can proceed by looking at the advantages of this type of travel and then look at the disadvantages.

On every group tour I have been a part of, there were one or two places I would liked to have spent more time visiting. There are people who strike your interest and places you would like to explore more thoroughly, but in a group it is impossible to spend that additional time if the program has been structured so that you must move on in order to meet the time requirements. One of the greatest advantages of traveling in a group is the economic savings.

So how do you reach a happy medium so that you can travel inexpensively and yet have the freedom to explore and investigate as the situation arises? You can accomplish group economic savings and provide freedom of movement by scheduling group arrivals at predetermined destinations along the way but leaving the movement and sightseeing responsibility to the individual participants.

For example, if taking a tour of Southern Ireland you group might start in Dublin, meet again in Cork, Waterford, Killarney, Ennis, Galway and then finally at Shannon for departure. By allowing two or more days at each location you have completed your itinerary for a two-week package. However, if a person desired not to stay in the group, he could meet at certain cities and proceed at his own pace in a direction to keep a similar pace with the group.

He might find that his particular interest would be castles and would want to stay near Kilkinney instead of going to Cork, however he could meet the group in Waterford without any difficulty on the third or fourth day.

Another example to illustrate this point is an experience we had as we proceeded from Waterford to Killarney. Not having anticipated our interest in castles, we did not plan tours or visitations to many such

places, but after visiting two of them we heard about others that were even more striking. We then altered our plans and visited two additional castles, Dromoland and Knap-pogue.

Dromoland was a beautiful castle converted into a hotel, while Knap-pogue was the private residence of an American oilman, in which evening medieval dinners were provided to guests. The medieval dinners are open to groups and individual participants and are terrific fun if you like to eat without utensils. Another castle of this nature is the Bunratty Castle, which is probably the most publicized of the medieval banquet facilities.

Picture yourself entering the castle for an evening dinner with an introduction by bagpipe players and then a medieval floor show with all the history and folklore accom-

panied by a succulent roast chicken dinner. Music and singing are great fun and are always encountered at the castle's medieval dinner. We enjoyed these very much and had the flexibility to alter our schedule to visit more than the ones already planned in our itinerary.

The freedom to move about as one pleases and make decisions to spend more time at a given place can only be spur of the moment decisions based on interest and places you discover. By having a set itinerary with every minute planned, some individuals find they would liked to have stayed longer but could not because the group had to continue. Through this type of "individual/group" travel, you can have the time to fulfill your interests, and keep up with the group.

continued on page 28

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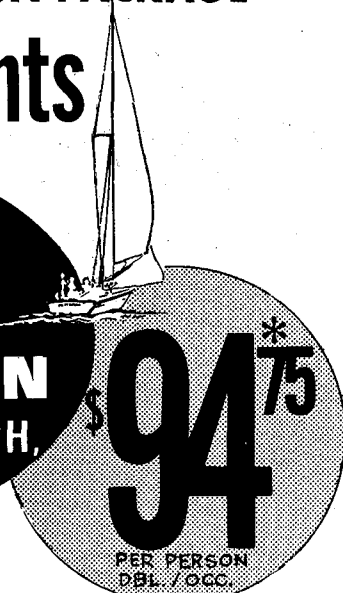
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Probably one of the most outstanding friendships we made which required extra time was in the town of Ennis, at the Old Ground Hotel, not a big, glamorous western continental type-hotel, but a beautiful, quaint stylish hotel whose food and accommodations are of the finest in Ireland. You might have a room with a turf fireplace in it, but most of all you will meet the manager, Mr. Richard Oldfield. We struck up a friendship which we still enjoy very much. Two days after leaving the Old Ground, we were able to alter our schedule for a return visit. On another night we met Richard in another part of the country (approximately 50 miles away.)

He took us to O'Connors Pub, a special signing pub which no tourist could ordinarily visit. The pub was beautiful in it's rustic, Irish style. We were thrilled to listen to the old men sitting by the turf fireplace playing their Irish instruments and singing their traditional songs. These are the moments tourists never forget when they feel a part of the countryside and the people of the area. On any group tour I have ever taken I do not recall having the enjoyment of meeting the people the way we did that night. This same

thing can be accomplished by individuals on the "individual/group" tour.

Now let's talk about the cost of this type of program as opposed to a full group tour with a structured schedule. Airfare by a group to a destination is always lower in cost than individual travel.

From the point of arrival the group can be split into couples, or families, and provided vehicles for their individual travel to the next meeting point. The cost of the vehicles can be negotiated and in a moving program of this type would certainly cost less than having a bus and driver stay with the group for the entire two weeks. When people meet in the group, hotel rooms can be negotiated at the same cost as a structured package, however in between, recommendations can be made for individual lodging such as "bed and breakfast" at a country farmhouse, a stay in an Irish cottage with a thatched roof, or a small country motel of a type particular to the country visited. Most often these accommodations are less expensive than hotels and if you have never stayed in a farmhouse with family you are in for a real treat.

It all sounds so easy, flexible, fun

and economical but there are some disadvantages to this type of travel which the coordinator should make known to the travel participants prior to their signing up for the trip.

Most of all, I believe it takes a certain type of individual to desire this kind of program. For those who want all arrangements made for them and are not adventurous, this would be a disaster. For those who don't mind making their own arrangements and who enjoy going off on their own, it would be successful. Most inexperienced travelers would find this type of program somewhat frustrating and possibly very discouraging. However people who travel frequently usually want to move out of the group and make their own plans. Many new travelers want the security of a group in a foreign country or area of unfamiliarity.

Another disadvantage of this type of program is the lack of companionship and group socialization, except for those times when the group converges. Many people find their entire purpose for a group travel selection is to get to know other people within a group. Have the group meet a few times to develop this.

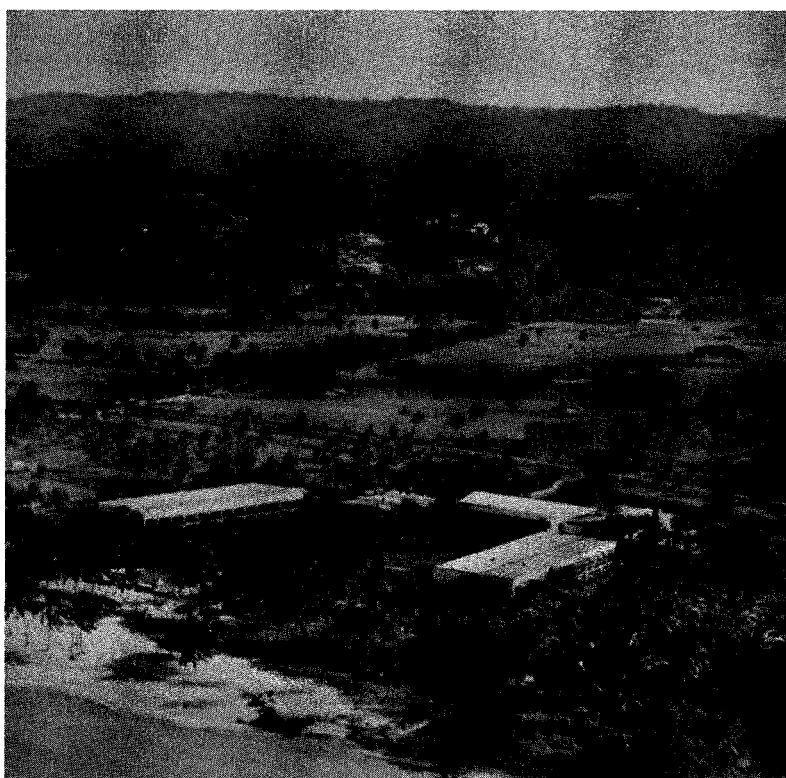
continued on page 31

JAMAICA

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Runaway...

We give you
more Jamaica on
Jamaica's fashionable
North Coast...



Runaway Bay Hotel

AND COUNTRY CLUB

A DIVISION OF ISSA HOTELS LTD. JAMAICA

NIRA MEMBER TRAVEL - 1973

Compiled by Michael C. Luckenbach
National Sales Director
Recreation Management Magazine

In this final Travel issue of R/M for 1973, the following member company travel programs are listed to exemplify the different types and sizes of such programs.

Employee group travel is one of the fastest-growing aspects of recreation programming in industry—and for good reason. The company which promotes a travel program enables employees and their families to travel at a cost much less than otherwise possible. In addition, employees and their families are able to develop closer and stronger ties with each other and their fellow travellers when travelling as a group.

Those companies who do not have an organized travel program should take note of the different programs presented here. From the domestic week-end bus trip to the international three-week tour, group or charter program travel can be an important part of the over-all recreation program and a real benefit to the employee.

TEXAS INSTRUMENTS, INC.

Where	When	Transportation	Number of Participants	Duration
Lake Tahoe	Feb.	Air	40	7 days
Rio de Janeiro	April	Air	165	8 days
Acapulco	May	Air	100	4 days
Caribbean	June	Ship	100	7 days
Mexico	June	Air	60	10 days
Hawaii	July	Air	135	10 days
Las Vegas	Aug.	Air	100	3 days
Acapulco	Oct.	Air	100	3 days
Las Vegas	Dec.	Air	100	3 days

CHASE MANHATTAN BANK

Where	When	Transportation	Number of Participants	Duration
Austria & Switzerland	Sept.	Air	60	16 days
Las Vegas	Oct.	Air	355	4 days
Venezuela	Nov.	Air	50	8 days

FISCHER & PORTER CO.

Where	When	Transportation	Number of Participants	Duration
Ski Trip Vermont	Jan.	Bus	50	3 days
Austria	Feb.	Air	26	8 days
New York City	April	Bus	106	1 day
Hawaii	May	Air	390	8 days
Hawaii	June	Air	482	8 days
Hawaii	July	Air	100	8 days
Cape Cod	Sept.	Bus	96	3 days
New York City	Dec.	Bus	106	1 day



presents 20 FANTASTIC CHARTER PACKAGES

*to Europe,
the Caribbean
and the U.S.!*

Example:

one week.

Spain's

**Costa del Sol
\$212***

including air fare
and hotel

*all rates, per person (plus taxes and gratuities), from New York; based on full affinity or single entity DC-8 charter seating 252 persons.

*We still have a
number of available
dates for our
"Program Charter Flights"
this winter and
spring of '74!*

**INQUIRE NOW! FOR BEST
AVAILABILITIES AND RATES!**

**CAPITOL INTERNATIONAL
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I am interested in availabilities and rates to:

NAME _____
ADDRESS _____
CITY _____
STATE _____ ZIP _____

ARMSTRONG CORK CO.

Where	When	Transportation	Number of Participants	Duration
Hawaii	Oct.	Air	275	8 days

CONTINENTAL ILLINOIS NATIONAL BANK & TRUST COMPANY

Where	When	Transportation	Number of Participants	Duration
Nassau	April	Air	252	5 days
Spain	Sept.	Air	300	8 days
London	Oct.	Air	252	8 days

RAYTHEON COMPANY

Where	When	Transportation	Number of Participants	Duration
Rio de Janeiro	Feb.	Air	120	8 days
Canary Islands	Feb.	Air	350	10 days
Las Vegas	April	Air	149	4 days
Caribbean	June	Ship	28	10 days
Hawaii	July	Air	298	7 days
St. Marteen	July	Air	35	10 days
Europe	July	Air	456	16 days
Greece	Sept./Oct.	Air	477	8 days
Hawaii	Oct.	Air	149	8 days

THE QUAKER OATS COMPANY

Where	When	Transportation	Number of Participants	Duration
London	March	Air	250	8 days

ILLINOIS AGRICULTURAL ASSOCIATION

Where	When	Transportation	Number of Participants	Duration
Spain	March	Air	40	8 days
Jamaica	Oct./Nov.	Air	40	8 days

SUNDSTRAND CORPORATION

Where	When	Transportation	Number of Participants	Duration
Spain	April	Air	103	8 days
Mexico	June	Air	6	8 days
Baseball Game	June	Bus	300	1 day
Baseball Game	Aug.	Bus	300	1 day
Hawaii	Feb.	Air	250	8 days

ROCHESTER GAS AND ELECTRIC CORP.

Where	When	Transportation	Number of Participants	Duration
Las Vegas	Oct.	Air	149	5 days
Philadelphia	Nov.	Bus	40	Weekend

continued from page 29

Some people want arrangements to be present and all decisions of food, lodging, and entertainment pre-planned. We have seen a move away from the complete structured program to one which allows more freedom of movement and individual decisions. The disadvantage of this is that some people may want those decisions to be made for them.

Without a thorough and aggressive search for history and information a motor car tour is far less informative due to the lack of a guide. It can be more regarding and educational by individual investigation, but for history and overall understanding of the areas, a tour guide would be better.

For those who do not want to search out this information for themselves, a program of this nature would not be fulfilling. Accidents or chance of accidents are greater. The unexpected flat tire or breakdown of the automobile cannot be foreseen and with a group of people driving automobiles during a tour you are sure to have at least one flat tire. This can be the fun of the program and the chance you take, but for those people who are not explorers a flat tire could ruin an entire day.

Motor car touring by group can be tremendous fun but requires more negotiating on the part of the organizer. He can utilize services of a tourist board and he must collect a lot of information as to suggested individual points of interest, lodging, and should make all of this available to the employees before they begin their trip.

As a future trend of employee travel, we predict a greater increase in individual arrangements within the confines of a group package, due to the desire for more personalized travel. We see more motor car touring in the future with arrangements and plans made in advance and structured somewhat with the group itinerary.

The motor car touring concept along with a group package can be incorporated into most travel programs. Most tourist boards travel agents, and airlines will be happy to help you plan a group program of this type. Contact them direct or contact NIRA for recommended sources of information on motor car touring. ■

How Many Americans Use Physical Activity for Exercise?

By Esther Winchell
Editor Recreation Management

Forty-five per cent of American men and women do not engage in physical activity for exercise, according to an article by The Athletic Institute of Chicago.

Some 49 million of the total 109 million men and women do not seek physical activities to exercise regularly. These sedentary Americans tend to be older, less well educated and less affluent than those who do exercise.

These are among the findings of a research survey conducted for the President's Council on Physical Fitness and Sports (PCPFS) by Opinion Research Corporation of Princeton, N.J.

The survey consisted of personal interviews with 3,875 men and women, aged 22 years and over, and it was completed between September 15 and December 10, 1972. Only one interview was taken per household, and the sample was scientifically selected to provide an accurate cross-section of the adult population.

Of the 60 million adult Americans who engage in various forms of exercise, nearly 44 million walk for exercise. More than 18 million ride bicycles for exercise (as opposed to recreation); 14 million swim for exercise; 14 million do calisthenics; and 6.5 million jog.

More than one-half of the men and women who walk for exercise do so "daily" or "almost every day," and nearly three-fourths of them walk at least 20 minutes per outing.

However, relatively few swimmers, cyclists or joggers meet generally accepted standards of "regular exercise" (at least three workouts per week). For example, one-third of the persons who say they jog do so only once or twice a week, and about the same number jog no more than 10 minutes per outing.

James Lovell, the former astronaut who is Chairman of the PCPFS, greeted the survey results with mixed emotions. "On one hand," he said, "most younger and middle-aged adults seem to accept the fact that regular exercise is essential to a balanced, healthy life. On the other hand, relatively few of them are investing the time and effort needed to achieve real results."

Why Do People Exercise?

Concern about their health, a desire to lose weight, and the enjoyment they derive from sports and physical activity are the major reasons. Men are somewhat more likely than women to exercise for reasons of health, or because they

enjoy it, but women are twice as likely to exercise to lose weight.

According to the survey, swimming is the American adult's favorite participatory sport, both in terms of total number of participants and frequency of participation. Seventeen percent of American men and women swim, and one of every eight adult swimmers swims "daily" or "almost every day."

Bowling ranks second among the participatory sports, with 11 percent of the adult population taking part. Other sports, in order of popularity, are: golf, six percent of the adult population; tennis, five percent; softball and volleyball, each four percent; water skiing, three percent; and skiing two percent.

Who Are Prone to Exercise the Most?

The most active adults are those who participated in two or more sports while in school and/or college. More than two-thirds of these still exercise regularly, as opposed to fewer than one-half of those who were not athletes. The athletic edge is even more pronounced in the more vigorous activities. Proportionately, twice as many of the athletes ride bicycles and do calisthenics, and three times as many jog and swim for exercise.

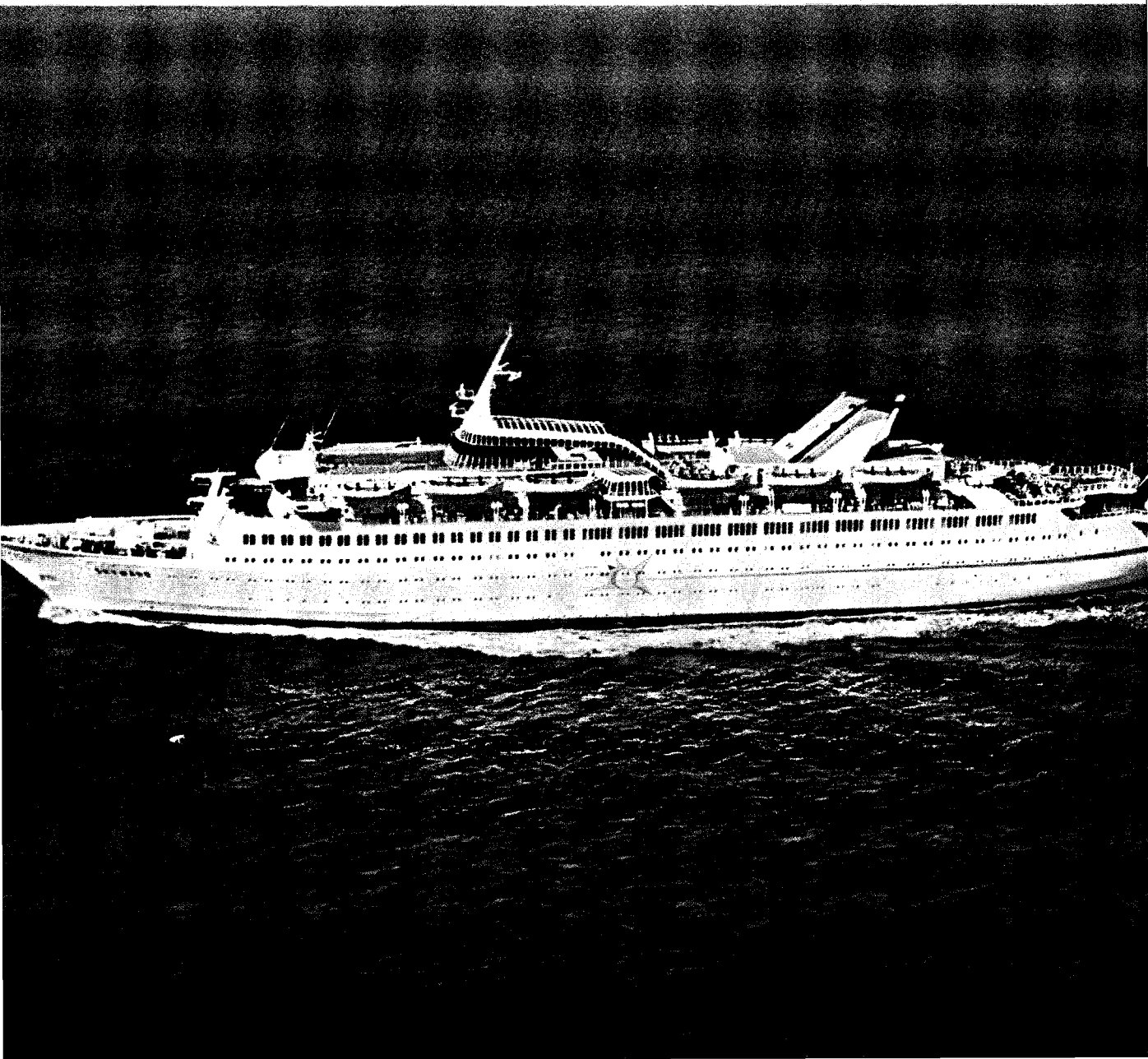
Persons who have had physical education also are much more likely to exercise as adults. The least active Americans are those who never took physical education. Only six percent of them ride bicycles, only four percent swim, and only two percent jog. The comparable percentages for adults who have taken physical education are 21 percent, 17 percent and seven percent.

A profile of those American who exercise most regularly and vigorously would look something like this: young, active in school sports, college-educated and at least moderately well off financially.

On the other hand, the profile of the sedentary American would be late middle to old age, less than high school education, little or no background in sports and physical education and in a lower income bracket. "Apparently, many members of this latter group believe that exercise is no longer important," the survey concluded. ■

Group Cruise Program/Norwegian Caribbean Cruises™

Norwegian Caribbean Lines 1973



Trying to find the right place to hold a meeting of any kind is a difficult job.

It's the kind of job where you try to please everyone and end up pleasing no one.

We know what it's like. Maybe we can help. We offer a selection of group cruise programs flexible enough to fit whatever your needs and budget may be. We have programs set up for each of our ships. M/S Starward, M/S Skyward, and M/S Southward.

However, any of our ships can be chartered so you can tailor your needs to a custom-made program.

We gear each cruise so you can mix business with pleasure without having to sacrifice one for the other.

Business means business. And for those occasions we have rooms for conferences and meetings and movie theatres with audio-visual equipment.

And when pleasure means pleasure we have diversionary entertainment to get everyone's mind off business.

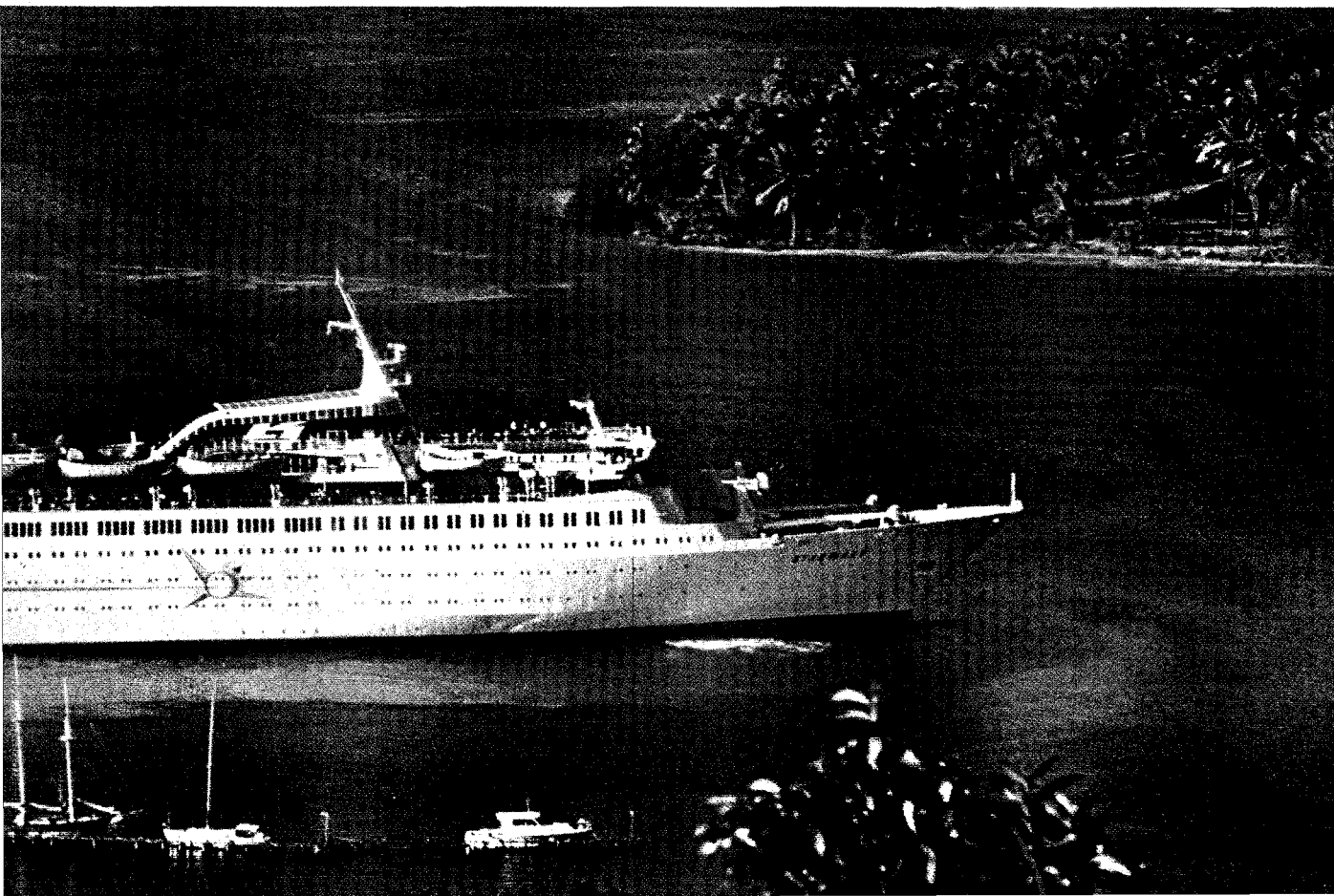
A quick hard look at our group cruise suggestion programs should reveal the right kind of program for you and your group or company. The kind of program that turns a difficult job into a pleasant one.



Norwegian Caribbean Lines® Group Cruises

Conventions • Sales Incentive • Social Clubs • Board Meetings •
Recreation Groups • Associations • Prize Awards • Fraternal Organizations

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Questions You Should Have. Answers You Should Know.

How does the price of a cruise meeting compare with that of a resort hotel meeting?

If all costs considered, a meeting aboard one of Norwegian Caribbean's ships tends to cost as little as meeting in a good resort. \$44 is the average cost per person per day. On all of our ships, the cost includes meals plus Midnight Buffet plus almost continuous entertainment. Also, coffee breaks and a cocktail party. At a resort, it doesn't.

How much time of the total cruise is spent in port?

About 20%.

What is the best length of time for a cruise?

For a convention, a 7-day cruise aboard M/S Starward or M/S Skyward is ideal. For prizes and sales incentives, a 7-day cruise is fine; a 14-day cruise aboard M/S Southward is even better. However, with enough lead time, we will be able to tailor a charter cruise to your specific needs.

What are the on-board meeting facilities?

They are comparable to most of the best resorts. There are rooms for conferences and meetings, movie theatres, audio-visual equipment—plus areas for large gatherings that, later at night, are turned into entertainment salons.

Will wives enjoy a cruise meeting?

You'll find that wives are your biggest boosters for having a cruise aboard one of our ships. They find the idea of a cruise romantic; they'll get your attendance up to an all-time high. P. S. For them, we always plan a full schedule of events, including a fashion show at sea.

Are there any real limitations to having a meeting on a ship rather than at a resort?

Not any more. One big drawback used to be the lack of places to play golf. Now, Norwegian Caribbean Lines can make arrangements for golf throughout the islands.

What's the entertainment like?

Each one of our ships has a selection of nightclubs and live bands, a movie theatre, a full-of-ideas cruise director and a full day's schedule of things to do. In various ports, musical groups from different islands come on board and provide added entertainment.

What about smooth sailing?

Norwegian Caribbean's ships have modern dual stabilizing systems, which are the best prevention of seasickness. Except in rare cases, the Caribbean is as smooth as glass.

What about exhibits on board?

All our ships have areas in which you can display numerous exhibits. M/S Starward has special drive-on facilities that permit you to take everything on board from a full-size trailer to a full-size generator truck.

When is the best time to go?

Spring and fall are ideal. And you'll find the price is ideal then, too.

Is it really possible to save up to 30% if you charter an entire ship?

Yes. But your savings will be primarily for off-season sailing. It also will vary once we have worked out your special group discount fares and the port of departure.

Besides cost, what are the benefits of a full charter?

You have complete control over the itinerary. You can pick your own ports. You're entitled to have all shipboard events, like meals and entertainment, synchronized to your plans.

How much lead time should you allow to book a meeting?

From 8 to 12 months.

Is it advisable to work through a travel agent?

Yes. They know all about organizing your trip. They also know about little things you might overlook. Between your travel agent and our representative, we know we can give you a meeting to remember.





Special. Features available with any Group Package Program.

Transfers round trip from airport to shipside in Miami deluxe motor coach.

Luggage transfers and handling round trip from airport to shipside in Miami including gratuities to porters.

Air-conditioned outside twin-bedded stateroom with private bath aboard M/S Skyward, M/S Starward or M/S Southward.

All meals aboard your jet to and from Miami and aboard ship throughout the length of your cruise. Meals on board ship include pre-breakfast coffee and Danish, breakfast, bouillon break, luncheon, afternoon tea, dinner and Midnight Buffet.

Captain's Cocktail Party with choice of refreshments and hors d'oeuvres.

All embarkation and port taxes as shown applicable to each cruise.

Two extra one-hour open bar cocktail parties with hors d'oeuvres hosted by your organization.

Gratuities to dining room steward, busboys, cabin stewards and all shipboard service personnel.

Dancing to two or three orchestras aboard ship. Nightclub shows and professional entertainment.

Swimming in one or more of the ship's pools, deck tennis, skeet shooting, bingo, horse racing and Masquerade Party.

Air fare round trip to Miami via scheduled air carrier to be added to cruise package cost from "Schedule of Fares" on page 16.



Information. For any Group Package Program.

Our travel agent can be of considerable service to your group in making all the arrangements for your cruise aboard our Norwegian Caribbean Lines fleet. Generally, his expert service costs you nothing.

More excursions are available in all ports of call on any of the cruises listed herein, as an optional feature. Half-day to full-day tours can be purchased in advance of each tour. Since these tour prices change rapidly in the Caribbean, please consult your agent or our offices for current tour prices.

Church services are conducted on Sundays at sea by the ship's chaplain.

Medical services are available on all vessels. A surgeon, hospital and staff are at the disposal of all passengers.

Passports and visas are not required of U.S. or Canadian citizens, although citizenship identification could be carried. Aliens should consult their agent or our offices for specific requirements.

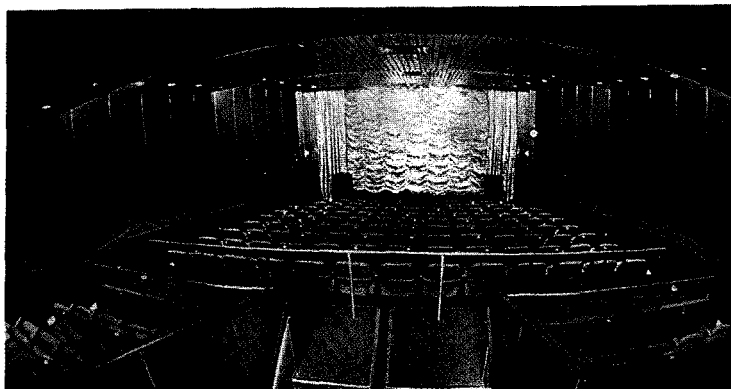
Vaccination certificates are not required for any of the cruises listed.

Deck chairs are available for all passengers and are free of charge.

Promotional material is available for the organization or travel agent in reasonable quantities. Shell folders, labels, postal cards, matches, regular folders, pens, slides, et cetera available upon request.

Discounts and complimentary accommodations are available for groups of 15 or more people on all vessels of our fleet. From the cruise fare for passengers' accommodations shown in Packages No. 1 through 3, we allow a discount of 5% for groups of 15 or more people year round. Each 16th cruise ticket is free with a maximum of six (6) free tickets for any one group. Free tickets must be used and are not refundable for cash. Discounts do not apply on any other item shown in the cruise packages herein.

Dress suggestions for all cruises are based on formality. Aboard ship, informal attire—slacks, t-shirts, maica shorts, et cetera for daytime wear; ties and jackets are required for gentlemen after 6 P.M. However, for the Captain's Cocktail Party a bit more formality is required. For women, light cotton dresses, pantsuits. For men, jacket and tie (sport jacket or business suit). When ashore, sports clothes during the



day—but short shorts are strictly taboo. For dinner and dancing, same sort of attire as for Captain's Cocktail Party. Formals are not necessary. Swimsuits are for the beach only; a beach coat or something similar must be worn when not on the beach.

Children's fares are one-half the minimum cruise rate if under 12 years of age occupying a room with two adults. There is no reduction in the cost of other "package" items for children, except no charge is made for the cocktail parties that they may be attending with their parents.

Deposits of a least 25% of the cost per person of the selected cruise program are payable at the time reservations are made. A 10% deposit to the airline is required at the time the air charter contract is signed if using a chartered aircraft.

Ship chartering for your group can be additionally rewarding if the number in your group is sufficiently large enough to warrant a full ship. Charter rates are available from your travel agent or from any Norwegian Caribbean Lines sales office.

Off-season departures for which these suggested cruise packages have been prepared are for all sailings departing between the following dates:

1973: August 25th through and including December 14th.

1974: January 5th through and including January 26th.
March 16th through and including June 29th.
August 24th through and including December 14th.

All rates are effective December 22, 1973 and are subject to change upon approval of the Federal Maritime Commission.

/S Skyward.

ay cruises every Saturday year round. \$425.00 *
Cap-Haïtien. San Juan. St. Thomas. Nassau.

S Skyward is as new as 1970, and can hold as many
00 passengers. (However, normal cruise capac-
s 722.) She has 365 staterooms, weighs 16,250 tons,
is as large and as accommodating as any good-
resort.

getting down to business, there are rooms for con-
ferences and meetings, large salons and a completely
equipped movie theatre.

relaxing the Norwegian way, there are many
decks, a swimming pool, a health centre and
sauna. Massage is available, too. And let's not
forget the Sports deck.

between meetings, there's the Tropicana Lounge,
Monte Carlo Room, the Starlight Dining Room, the
Gold Room, the Paradise Lounge and almost
continuous entertainment. For the ladies, there's a
fashion show at sea and a duty-free shopping arcade.
And, to get ready to face the night, a beauty salon.

When you join the ladies in port, the ports are about
as exciting as you'll find anywhere. Three of them are
the most popular ports in the islands: San Juan, St.
Thomas and Nassau. And the fourth is very different:
Cap-Haïtien in Haiti. Read on.

Cap-Haïtien, Haiti.

You travel through a small town that time has passed
by to the ruins of Sans Souci Palace. Then, getting
adventurous, you move up a mountain to the dramatic
Citadelle. You'll look over the edge of the fortress
into endless air to the jungle far below. And tell the
wives that the Haitian primitive paintings back in
town are one of the best bargains in the islands.

San Juan, Puerto Rico.

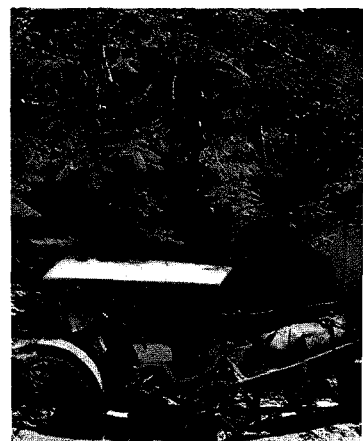
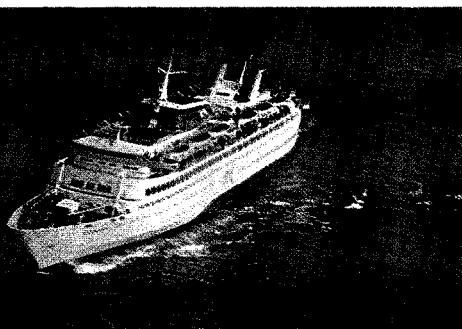
Spain without the rain. The scarred walls of El Morro.
Casa Blanca. History in the sun. And at night, it's all
happening in the casinos and the international shows.
(Not to mention the terrific flamenco. Olé!)

St. Thomas, U. S. Virgin Islands.

Charlotte Amalie. The charming little town that looks
like it's sleeping in the sun. But behind those doors
is some of the best shopping to be found anywhere.
Cameras, perfume, everything. And nearby, the
Rockefeller plantation resort on St. John's.

Nassau, Bahamas.

At last you'll see the town you've heard so much about.
Proud Fort Charlotte. Clever dolphins. Beautiful
Paradise Island with its red velvet Casino. The largest
Straw Market in the world. A surrey ride by stately
mansions. Home was never like this.



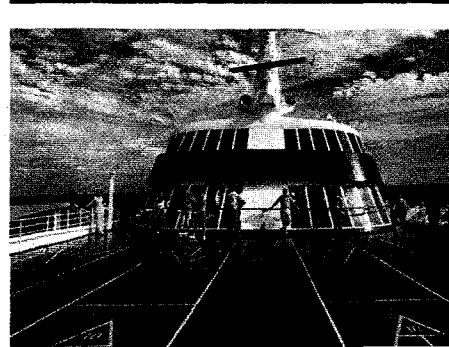
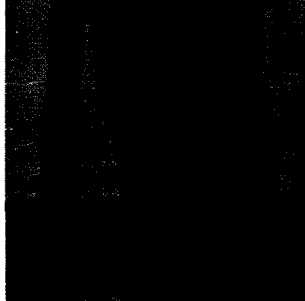
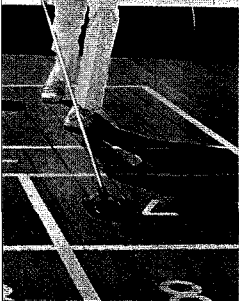
Package No. 1:

Group Cruise Costs Per Person
Applicable to Off-Season Departures

Passenger transfers Miami Airport to shipside, round trip, including baggage and gratuities	\$ 8.00
Stargala on-deck Rum Punch Party at sailing time from Miami	\$ 1.00
Outside twin-bedded stateroom on Caribbean Deck, air-conditioned, with private bath, all meals and entertainment aboard	\$ 375.00
Captain's Cocktail Party	No Charge
Embarkation and Port Taxes	\$ 9.25
Extra one-hour open bar cocktail parties with hors d'oeuvres, hosted by your organization	\$ 9.00
Gratuities to dining room and stateroom stewards, busboys and other service personnel of M/S Skyward at \$3.25 per person per day	\$ 22.75
GRAND TOTAL PER PERSON	\$ 425.00
Add round-trip air fare from the "Schedule of Air Fares" shown on page 16	\$.
GRAND TOTAL ALL-INCLUSIVE PACKAGE COST	\$.

This gives you an idea how much it will cost you per person aboard M/S Skyward. Our representatives will fill you in on any details that you may need.

Public Room Capacity aboard M/S Skyward: Starlight Dining Room, 396. Tropicana Bar, 150. Lido Bar, 150. Pot o' Gold, 90. Paradise Lounge, 470. Theatre, 190.



S Starward.

y cruises every Saturday year round. \$423.50*
ort-au-Prince. Montego Bay. Port Antonio. Nassau.
rary effective September 15, 1973.)

in 1968, M/S Starward weighs 15,500 tons,
280 very comfortable staterooms, and can
ommodate 747 passengers. (However, normal
e capacity is 536.)

meetings and business purposes, there are meeting
ns and rooms for business. There are large salons
large gatherings. And the ship has drive-on
ilities to take on board vehicles as large as trailer
cs. If you have exhibits you have to get around,
s the Norwegian Caribbean ship for you.

etween meetings, the Norwegian and Caribbean
ects of the ship take over. The Norwegians are into
th, so, of course, there are two swimming pools,
of sunny decks, a massage room, a sauna and all
deck sports.

dance and music are important to the people of
islands, so in the selection of nightclubs the music
ges from the intoxication of Jamaican reggae to
contemporary sounds of today. And, in the
antic vein, the theatre is open to the stars.

in for the ladies, there's a duty-free shopping
ade, a fashion show at sea, a Monte Carlo Room,
a beauty salon. And, of course, all those ports
ve heard so much about.

Port-au-Prince, Haiti.

First stop. A mix of French and island cultures. A
panoramic view from the mountains. Gourmet dining.
(After all, the French invented it.) And the haunting
Haitian primitive paintings. Plan on buying more than
one. They're one of the best bargains in the islands.

Montego Bay, Jamaica.

We then cruise to Jamaica. Snow-white houses
clinging to emerald-green hills. No wonder they call
Montego Bay the Riviera of the Caribbean. Swim-
ming at Doctor's Cave Beach. And, if you like,
a ride out to the beautiful 2,000-acre Tryall Estate.

Port Antonio, Jamaica.

Lushness holds court in an overgrowth of intense green.
Move along the sea to the Blue Lagoon. Move up,
then down, the mountain to the Rio Grande and ride
the rapids. Meet the nicest people. Where has the
time gone to? The ship's horn is sounding, and we must
hurry. Tonight is approaching. And tomorrow is the
Masquerade Party.

Nassau, Bahamas.

One of the most popular ports in the islands. Pink
flamingos at Ardastra Gardens. Shopping on Bay
Street. Goombay and fire dancers. The famous
Paradise Island with its incredible beach and beautiful
casino. And, if we're lucky, the Royal Bahamas
Police Force Band on parade.



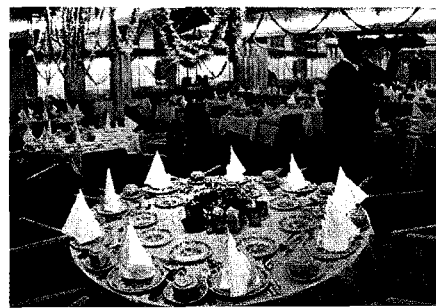
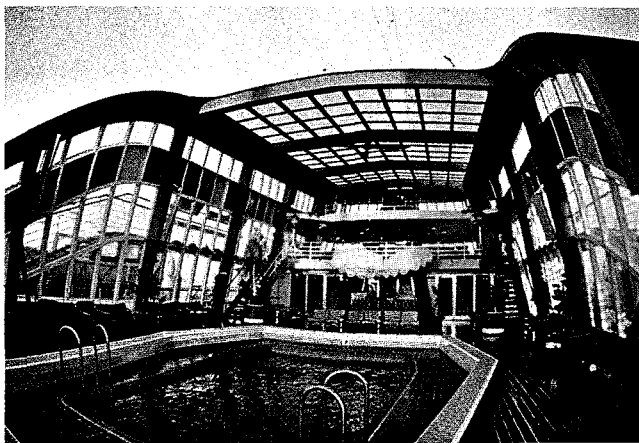
Package No. 2:

Group Cruise Costs Per Person
Applicable to Off-Season Departures

Passenger transfers Miami Airport to shipside, round trip, including baggage and gratuities.	\$ 8.00
Wine and ale on-deck Rum Punch Party at sailing time from Miami	\$ 1.00
Outside twin-bedded stateroom on Caribbean Deck, air-conditioned, with private bath, all meals and entertainment aboard	\$ 375.00
Captain's Cocktail Party	No Charge
Embarkation and Port Taxes	\$ 7.75
Extra one-hour open bar cocktail parties with hors d'oeuvres, hosted by your organization	\$ 9.00
Gratuities to dining room and stateroom stewards, busboys and other service personnel of M/S Starward at \$3.25 per person per day	\$ 22.75
GRAND TOTAL PER PERSON	\$ 423.50
Add round-trip air fare from the "Schedule of Air Fares" shown on page 16	\$.
TOTAL ALL-INCLUSIVE PACKAGE COST.	\$.

This gives you an idea how much it will cost you per person aboard M/S Starward. Our representatives will fill you in on any details that you may need.

Public Room Capacity aboard M/S Starward: Neptune Dining Room, 338. Venus Lounge, 350. Orion Club, 230. Tropicana Garden, 100. Sun Deck, 250. Grandah Dining Room, 65. Lido Bar, 65.



1/S Southward.

7-day cruise every other Saturday year round. \$832.95*
Curaçao. Caracas. Grenada. Barbados. Martinique.
Croix. San Juan. St. Thomas. Nassau.
(Itinerary effective through April 13, 1974.)

Lowest of the new. M/S Southward, commissioned in November, 1971, weighing 17,000 tons, with 362 staterooms that can accommodate 918 very happy passengers. (However, normal cruise capacity is 734.)

There are conference rooms, meeting rooms, a movie theatre, large salons for large gatherings, and a cruise staff that knows how to take care of you.

There's an Art Gallery, Library, a large Shopping Arcade, a Monte Carlo Room, numerous nightclubs, a large Dining Salon.

And, in the Norwegian spirit, lots of sunny decks, a health centre, a swimming pool, a massage room and saunas. Deck sports, too.

In between meetings, we're stopping at a host of ports.

Curaçao.

A Dutch treat. The entrance to the capital is a floating pontoon bridge that opens to welcome you. Duty-free shopping and tours around the island.

Caracas, Venezuela.

We move from the port of La Guaira to the excitement that is South America. Museums, art galleries, architecture and history.

Grenada.

Cultures come together in absolute splendor. European, African, East Indian, Amerindian and Creole. And beautiful St. George, the capital.

Barbados.

From the British, cricket and polo matches. From nature, windswept bluffs and long beaches. From the people of the islands, charm and friendliness.

Martinique.

In the historical Windward Islands. Fort-de-France is French, of course. And has been, for 3 centuries.

St. Croix, U. S. Virgin Islands.

Largest of the U.S. Virgin Islands. Just what the shoppers have been looking for—and duty-free, up to \$200.

San Juan, Puerto Rico.

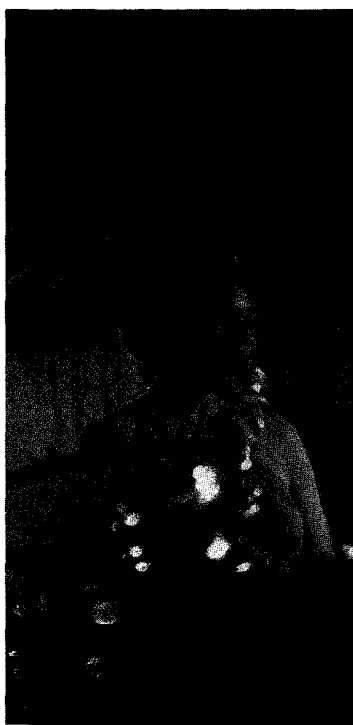
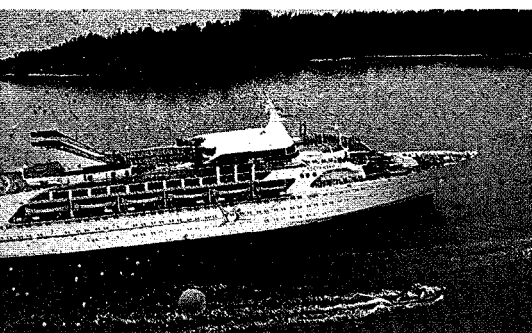
Old Spanish, with a contemporary kick. (Flamenco, that is.) And, of course, international entertainment, with a casino or two.

St. Thomas, U. S. Virgin Islands.

Picture-book Charlotte Amalie, and some of the best shopping you'll find in the islands. And nearby, St. John's and snorkeling.

Nassau, Bahamas.

Pink-sand beaches. Bustling waterfront. The largest Straw Market in the world. And world-famous Paradise Island with its red velvet casino.



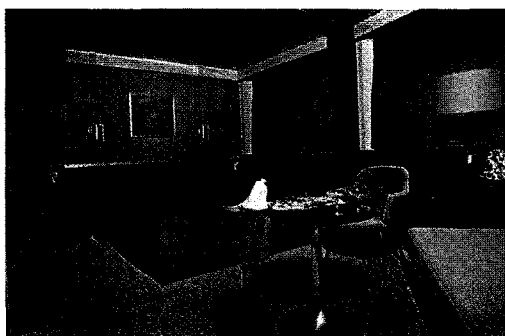
Package No. 3:

Group Cruise Costs Per Person
Applicable to All Departures

Passenger transfers Miami Airport to shipside, round trip, including baggage and gratuities	\$ 8.00
Mardi Gras on-deck Rum Punch Party at sailing time from Miami	\$ 1.00
Outside twin-bedded stateroom on the Caribbean Deck, air- conditioned, with private bath, all meals and entertainment aboard . . .	\$ 750.00
Captain's Cocktail Party	No Charge
Embarkation and Port Taxes	\$ 10.45
Extra one-hour, open bar cocktail parties with hors d'oeuvres hosted by your organization at \$4.50 each	\$ 18.00
Gratuities to dining room and stateroom stewards, busboys and other service personnel of the M/S Southward at \$3.25 per day per person	\$ 45.50
SUB TOTAL PER PERSON	\$ 832.95
Add round-trip air fare from the "Schedule of Air Fares" shown on page 16	\$.
TOTAL ALL-INCLUSIVE PACKAGE COST	\$.

This gives you an idea how much it will cost per person aboard M/S Southward.
Our representatives will fill you in on any details that you may need.

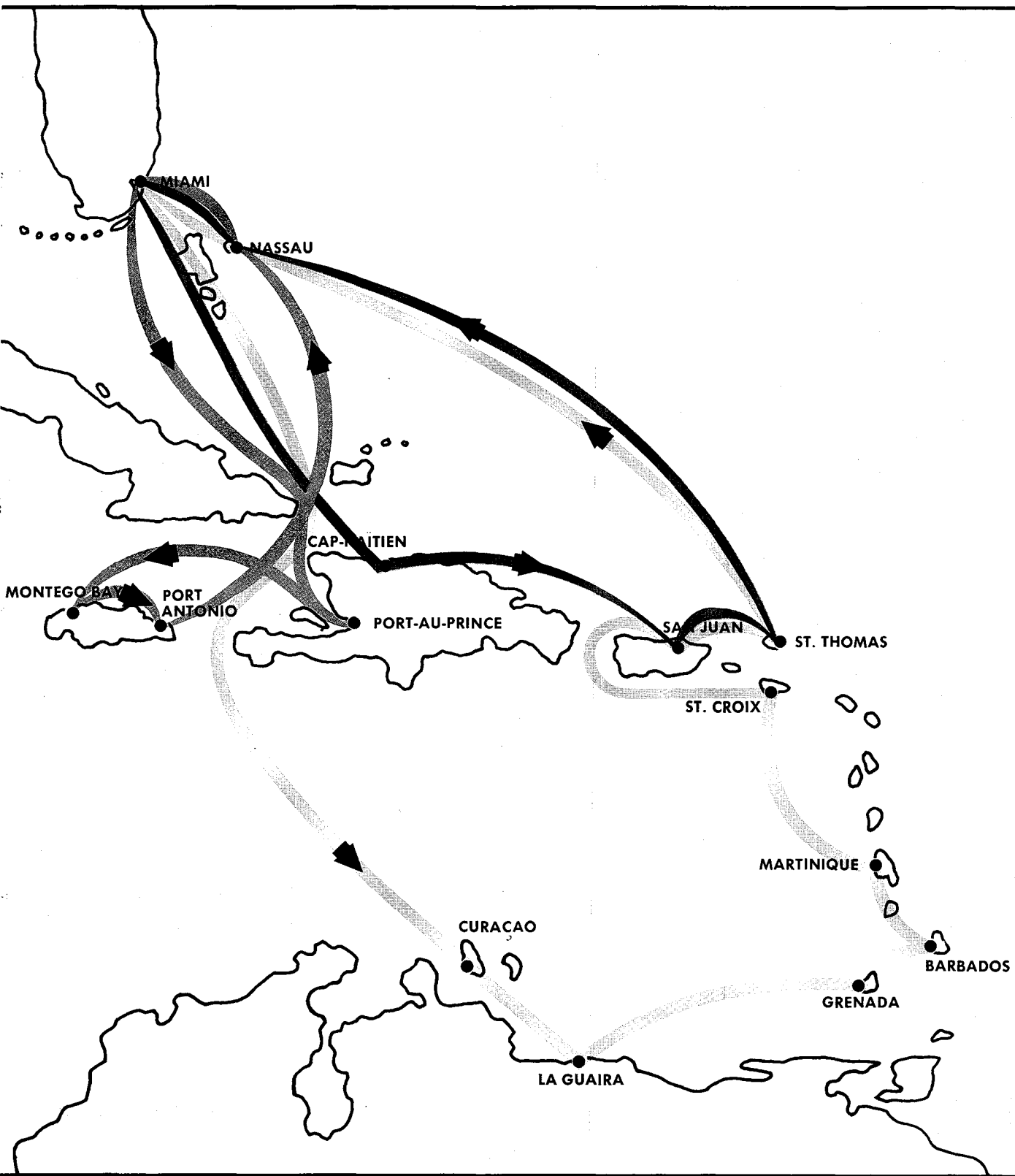
Public Room Capacity aboard M/S Southward: El Dorado Dining Room,
104. Clipper Lounge, 480 plus 100 folding chairs. Mardi Gras Nite Club, 280.
Sylvia Bar, 180. Theatre, 200. Cardroom, 50. Cocktail Lounge, 40. Conference
room, 24. Library, 24.



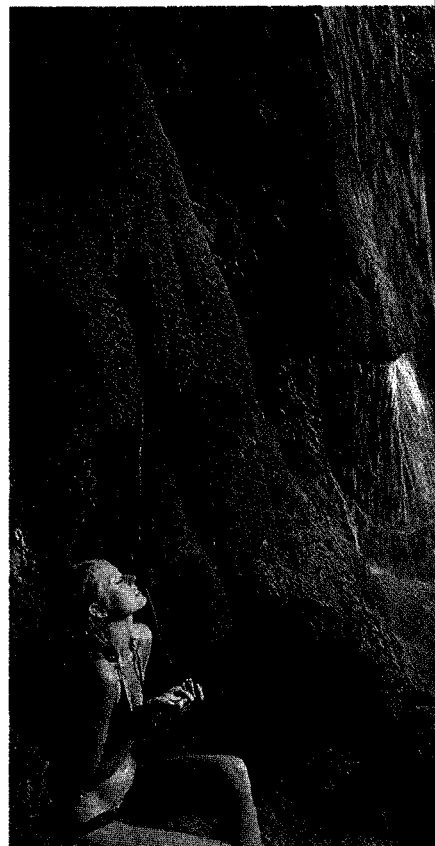
Or go where you want to go.

Choose one of our ships' itineraries or charter
any one of our ships and pick and choose your ports.

● M/S SOUTHWARD ITINERARY ● M/S SKYWARD ITINERARY ● M/S STARWARD ITINERARY



Norwegian for the seamanship. Caribbean for the fun of it. Join us. There's
whole world to see and we're going to see it all. The Caribbean. South America.
the Bahamas. It's all that you imagined it would be.



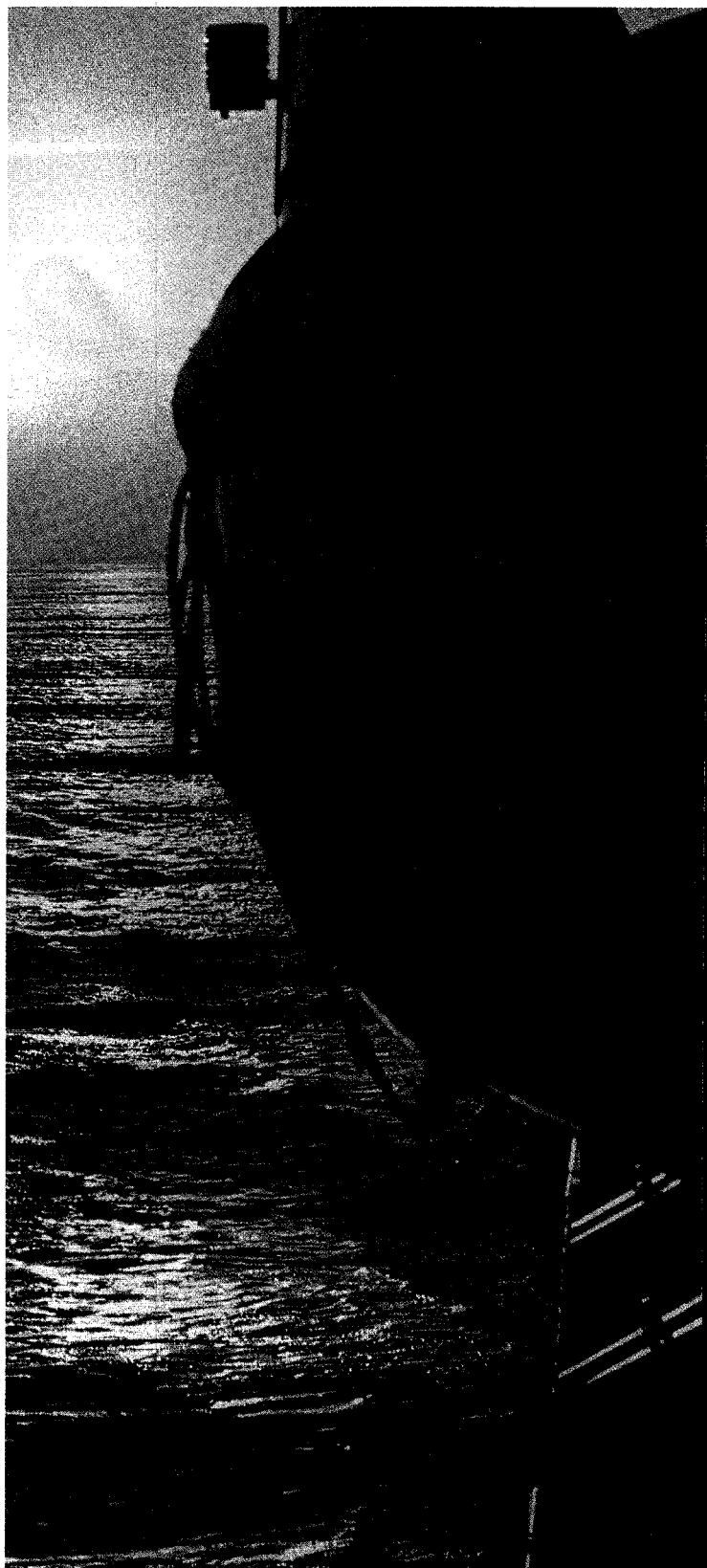
ample charter rates and charges

om representative cities in the United States to Miami.

sted here are typical round-trip charter rates and charges via
heduled airlines for a Boeing 727 with 127 seats per aircraft.
he rates include US tax, open bar and all meals aloft.*

om	Round-trip Charter Rate*	Per Person Round Trip
Atlanta	\$ 8,886	\$ 70
Boston	13,912	110
Chicago	13,457	106
Cincinnati	11,563	92
Cleveland	12,563	99
Dallas	12,797	101
Denver	19,595	155
Detroit	13,063	103
Indianapolis	12,115	96
Kansas City	14,278	113
Knoxville	11,281	89
Memphis	10,894	86
Milwaukee	13,920	110
Philadelphia	12,062	95
Raleigh	9,682	77
St. Paul	15,754	125
Salt Lake City	22,466	177

These rates are illustrative only and include both charter and ferry
rates presently in effect. These rates are subject to availability of
equipment and final confirmation at the time of contract. Charterer
must qualify by the Civil Aeronautics Board rules as an affinity group
single entity charter. Larger jets with seating capacity up to 352
ats are also available from most US cities. Contact your travel agent
any office of a scheduled airline or Norwegian Caribbean Lines
or current rates.



How to plan a Group Cruise.

Call your travel agent or an executive of Norwegian Caribbean Lines at one of the offices shown on the back cover.

The steps in arranging a cruise package program for your organization or group generally follow in this order:

Read through this booklet carefully so that you understand the ingredients that are combined to form a cruise package; i.e., transfers, air transportation, gratuities, accommodations, gratuities, et cetera.

Decide on the ship, the departure date and the category of staterooms your members will want. (Our individual ship brochures will give you the complete range of prices for rooms.)

Minimize all your costs. Include the appropriate airfare (or bus or train), select the shore tours your group would like. (These are available from our "Tours Shore" brochure.)

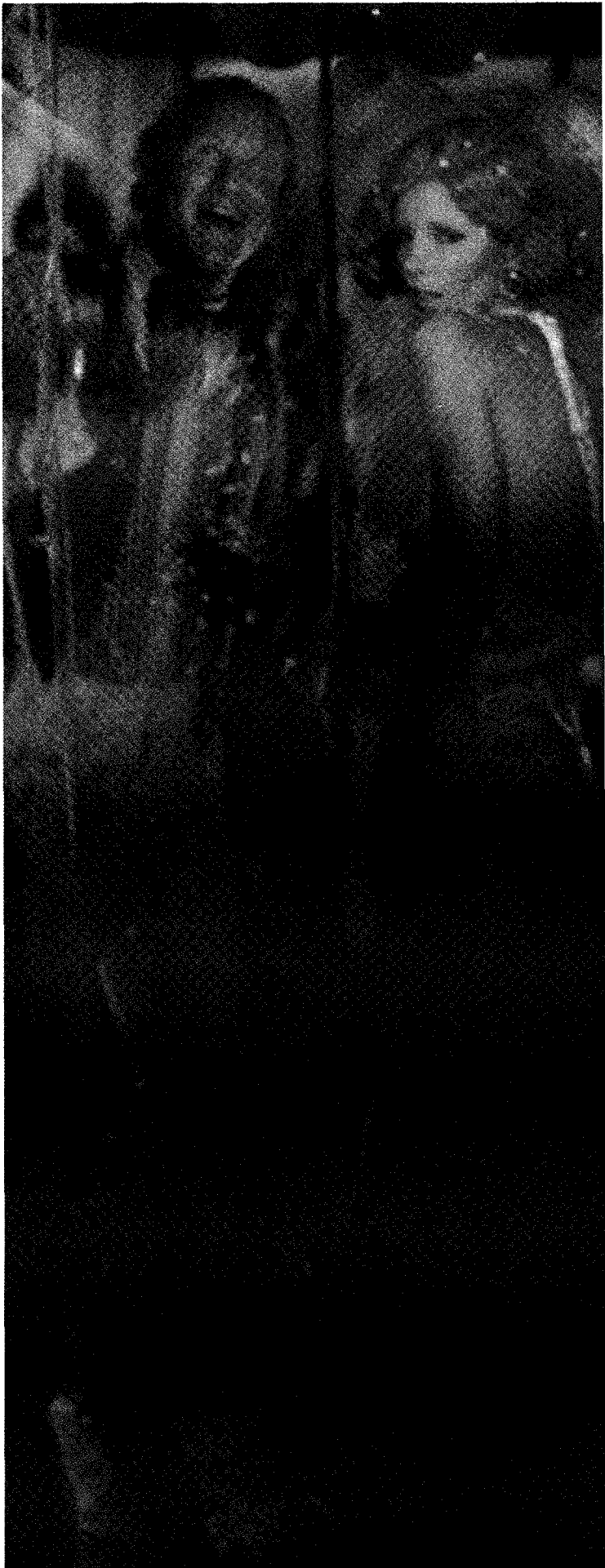
Remember that the prices given are for double occupancy in the staterooms.

If you are organizing this cruise for your group and wish to make a firm reservation—preferably eight to twelve months in advance of sailing—call your travel agent. He will relay all the details to our office. Space will be set aside and held under a 30-day option to give you sufficient time for preliminary promotion.

A deposit of 10% of the package fares, per person, is required prior to the expiration of the option.

The travel agent arranges the air or other transportation, as well as the transfers. Norwegian Caribbean Lines takes care of all other details included in the package cruise.

Isn't that easy? Come join us soon.



Tailor your own Group Cruise.

Working with your travel agent and a representative from Norwegian Caribbean Lines, you can work out an approximation of costs for a cruise you may tailor to your own specifications. With our brochures and the information our representative can give you, you can use this work sheet and have a good idea of your total costs.

Round-trip air fare per person from _____ to Miami and return	\$.
Transfers and baggage handling from Miami Airport, round trip, shipside, including gratuities to all porters	\$.
Shipboard accommodations on the M/S _____, sailing from Miami on _____ for _____ days, based on A Deck Outside Twins, B Deck Outside Twins, C Deck Outside Twins, or other, charter of M/S	\$.
Port and embarkation taxes for the _____ day cruise.	\$.
Hum Punch Party at sailing time from Miami.	\$.
Extra cocktail parties of one hour, open bar, with hors d'oeuvres at \$4.50 each	\$.
Gratuities to service personnel aboard the cruise at \$3.25 per day.	\$.
More Excursions (optional) at the cruise ports covered in the itinerary: Nassau, San Juan, San Juan Night Tour, St. Thomas, Cap-Haïtien, Port-au-Prince, Montego Bay, Montego Bay Night Tour, Port Antonio, Martinique, Barbados, Grenada, Caracas, Curaçao, St. Croix	\$.
Group registration fee, if any	\$.
Promotional costs, if any	\$.
GROSS PER PERSON COST	\$.
Cross Cruise Discount	\$.
TOTAL COST PER PERSON	\$.



page full of compliments.

There is one thing we like more than oral compliments.

More than 500 companies have written to tell us how much they've enjoyed cruising. The letters range from page successes to successes huger than that.

We'd be delighted to provide you with copies. We want you to know what a great idea it is—having a meeting while cruising on a Norwegian Caribbean ship.

We invite you to visit M/S Starward, M/S Skyward and M/S Southward.

Talk to your travel agent. Ask him for more information, or call us. We'll put a group expert in your hands.

See you soon.

Abou Ben Adhem Shrine Temple
Airstream Trailer
Aluminum Manufacturing Co.
Alhambra Shrine Temple
Al Koran Shrine Temple
American Academy of General
Practice
American Chamber of Commerce
American Society For Aesthetic
Plastic Surgery
Aristic Enterprises
Aircraft Homes Corporation
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Bahia Shrine Temple
Bani Ali Shrine Temple
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Bombardier Air Conditioning
Chamber of Commerce of the U.S.
Champion Spark Plug. Co.
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City-County Credit Union
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of America
Control Data Corp. Rec. Assn.

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Cyprus Shrine Temple
Kahir Shrine Temple
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General Electric Company
Georgia Association of Realtors
Georgia Bankers Assn.

Georgia Bar Association
Georgia Marble Manufacturing
Assn.
Georgia Power Co.
Georgia Savings and Loan League
GM—Detroit Diesel
Goodrich Rubber Company
Goodyear Tire and Rubber
Company
Graybar Electric Co.

Honeywell Employee Recreation
Assn.
Humble Oil Co.

IBM—Aerospace
Illinois Mutual Life & Casualty Co.
Isis Shrine Temple

Jefferson Standard Life Insurance
Company
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How our airline sells your convention.

At Eastern we have the most sophisticated reservations computer system in the airline industry. We call it System One.

And we have a specially trained staff to use it along with a program we've set up called Tele\$ell. It's how we can contact and sell every member on your list in the cities we fly to.

So now if a member or delegate hasn't decided about going to the convention, we can help him make up his mind.

We can show him how he has the time and can afford to take a trip before the convention starts or after it's over.

We can fly him to more than 100 cities in the U.S., as well as Canada, Mexico, Bermuda and our vacation islands in the Caribbean.

The Tele\$ell staff can also help with travel arrangements and will get back to you with a list of everyone who says they're going.

We even have a direct mail program.

In some cases we can help you put together a direct mail program that would include all the information your people will need to know about the convention. As well as the advantages of using Eastern to get them there.

And Open Sky Freight.

Not only will we get the people there, we'll get all your materials there, too. We can ship anything from a 3200 lb. container of displays and models to a pound package of samples. And we'll handle it with the same care we take with your attendees.

So call us now.

Our National Sales Manager has a network of Sales representatives all over the country prepared to help you with your convention.

Write him: Convention Sales Manager, Eastern Air Lines, Inc., Miami International Airport, Miami, Florida 33148. Or you can call your local Eastern Sales Office. Let us be your wings.



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"The Wings of Man" is a registered service mark of Eastern Air Lines, Inc.

news in brief

travel study to be released

An industry first, the National Expenditure Study, will be released at the U.S. Travel Conference, to be held Sept. 28 through Oct. 1 in Lake Placid, New York.

The study, compiled by the United States Travel Data Center, will estimate 1972 household travel expenditures on a state destination basis, as well as isolating certain characteristics of the average family traveler, such as education and income. It is the first such study ever conducted on the multi-billion dollar travel industry.

In addition to the release of this study, the conference sponsored by Discover America Travel Organizations, will be present common cause briefs which require action during the coming year by representatives of all travel related businesses. The subjects to be discussed are combatting taxes that inhibit tourism development, improving the image of large cities, developing foreign visitor reception facilities, and how the travel industry can support state travel department operations.

Further information about this fifth annual U.S. Travel Conference is available from Discover America Travel Organizations, 110 Connecticut Ave. N.W., Washington, D.C. 20036.

golf updated in process

"Operation Golf-Update" is a comprehensive effort now underway by the National Golf Foundation

to compile significant information about golf and golfers in the United States, according to Don A. Rossi, executive director.

Rossi explained that golf course records maintained by the Foundation, dating back to its origin in 1936, are no longer valid since many golf courses have changed—in ownership, in size, in type of operation and in the facilities offered.

He said many new trends in golf course planning, construction and operation have emerged in recent years which cannot be statistically measured by the Foundations present records.

Rossi said the Golf Update questionnaire is designed for quick and easy fill-out, and features humorous cartoons to make it fun to complete. It is arranged for computer analysis, for quick readout of information.

He said: "This is one survey that will reward the respondents directly because it will produce a useful yardstick for every private, daily fee and municipal golf operation. However, for this yardstick to be truly useful, we need much more than a 'token' response.

"We receive inquiries daily—on how many golf courses have installed automatic or semi-automatic irrigation, where they are located, are they successful, what are the problems, etc.

"Other questions involve the use and operation of golf car fleets at the different types of golf courses, mechanized golf course maintenance—even golf course lighting for night play or night maintenance.

"One very important area of information requested is whether the golf operation employs a golf professional, a course superintendent or a manager—any one of these, or all, or a combination of any two of these. The answers to these ques-

tions could indicate a need for additional trained specialists for these departments."

outdoor fun for millions

According to a 1970 "National Survey of Hunting and Fishing" more people are spending more money and more time traveling longer distances to enjoy the outdoors than ever before.

The survey is the fourth undertaken by the U.S. Bureau of Sport Fisheries and Wildlife. The others were done in 1955, 1960 and 1966.

In 1970, the figures showed 12 million people, nine years old and older, out of 168 million in that category, engaged in outdoor recreation of some sort.

Some 49 million fished, 21 million hunted and more than 16 million did both. In addition, more than seven million went out just to watch animals and birds, almost five million sought wildlife photographs, and more than 30 million took nature walks.

About 36 million "substantial" fishermen and hunters spent \$7 billion on their sport in 1970. They are described as persons who hunted or fished all or part of at least three days or spent \$7.50 or more on their sports.

Food, lodging and transportation accounted for a quarter of the total spent. More than \$2 billion was spent on special clothing, tents, boats, motors, campers and trailers. Bait guide fees, dogs, dog care and other expenses totaled another \$1 million. About 15 percent of the total went for fishing and hunting equipment, including guns and fishing tackle.

Softball hall fame open

The newly completed Softball Hall of Fame is now open in Oklahoma City, Okla. Amateur softball's great names are enshrined in this unique building.

Best park for blind opened in Michigan

Michigan's first braille nature trail opened this year in Fenner Forest in Lansing.

More than 200 cedar posts and 100 feet of rope guide blind and partially sighted persons along a route which features 25 points of interest. Plans are also being developed for use of portable cassette tape players for persons who are unable to read braille.

Not only is the nature trail the first such facility in Michigan, it is regarded as the first in the United States.

ISF defines amateur athlete

The VI World Congress of International Softball Federation took some decisive steps in liberalizing the definition of amateurism at their June meeting in Montreal.

The ISF Congress unanimously approved a new rule that would allow professional athletes in one sport, other than softball to compete in amateur softball. The only exception would be professional baseball.

The wording in the new ruling provides: "A competitor shall be eligible to compete in amateur softball provided he or she has not derived any personal profit from competing in softball."

The Congress also voted Santo Domingo as the site for the 1978 Women's World Fast Pitch Championship. This will mark the first time that a world championship will be held in Latin America.

Cuba was voted in as a full time member of the ISF and thus Cuba became the 43rd country affiliated with the ISF.

Winter Camping

Camping, once considered to be only a warm-weather activity, is one of the fastest growing segments of the winter tourism picture.

A survey of Michigan State Parks and private campgrounds shows a 35 percent increase in those staying open this winter, a 65 percent increase over last year.

Camping is becoming popular with the snowmobiler and skier since it allows them to reduce the cost of a weekend outing considerably.

It pays to advertise

in the pages of

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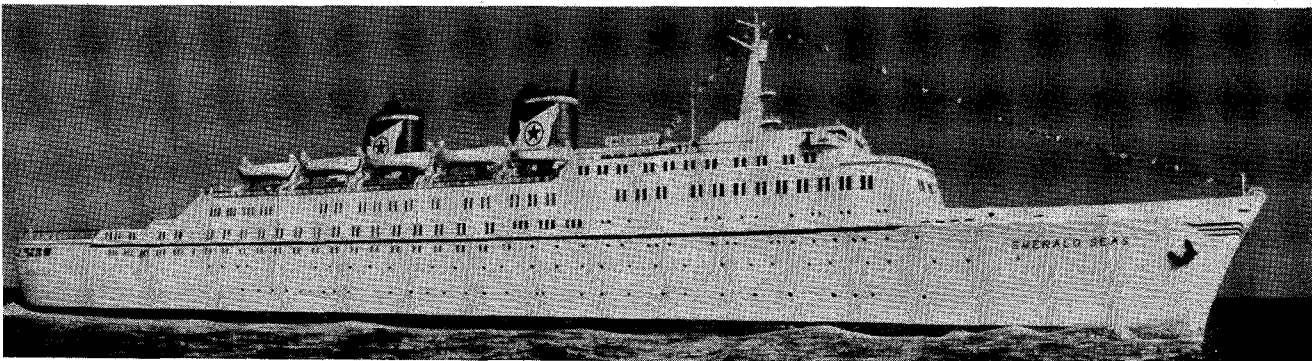
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The s/s **BAHAMA STAR** Registered in Liberia

The bountiful cruise ship with plenty of space for meetings... complete privacy and convenience and a highly trained staff you can count on. Full resort life for fun and relaxation.



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Tour Evaluation by Questionnaire

Feedback from participants in your group travel program can come in many forms. Comments during the trip, referrals they bring you, their willingness to work on future planning committees and, of course, the overall trend of employee participation—these are all signs you should follow to determine whether or not your program is satisfying those people it is planned for.

But one sure, tangible method of gauging tour member satisfaction is a detailed questionnaire. The best questionnaire covers all stages: pre-tour, on-tour and post-tour. One of the best we've seen so far was used for two years by the Pratt & Whitney Aircraft Club.

The four-page form was later compiled to profile the average Pratt & Whitney traveler—who he was, where he wanted to go and what he liked and didn't like about the current group travel program.

Findings were considered in adapting the program to fit this "model" tour participant. This particular form has been discontinued, but one much like it might provide some new perspectives to analyzing your trips and travelers.

Forms were distributed just before the trip ended. Comments from those who took bus tours were usually returned by mail, since it is so difficult to write when the bus is moving.

Jet passengers were given the questionnaire an hour or so before landing. A high percentage of them filled out the questionnaire on the

plane and gave it to the tour coordinator as they came down the ramp. In most cases, this allowed for more detailed answers about specific parts of the tour service, although returns from all travelers were generally complete.

The questionnaire

Page One began with a set of questions that were designed to draw a statistical portrait of the average Pratt & Whitney traveler.

Questions included:

How many years have you been a member of the P&W Aircraft Club?

Was this your first P&W sponsored tour? If not, how many have you participated in?

Are you a: P&W employee? dependent? retiree? guest?

If an employee, how many years have you been employed with P&W?

If an employee, what plant do you work at? Employee classification?

Annual salary range?

Age group?

In the section entitled "Pre-Tour Evaluation", respondents were asked to appraise the following items on a "very good" to "poor" scale:

- advance publicity
- orientation meeting
- final briefing
- passport & inoculation process
- tour brochures, itineraries & information sheets

One other question asked "Would you be interested in a basic foreign

language class, travel films, pack demonstration or "What to wear" fashion show as part of your pre-tour activity?"

On-tour evaluation

This section consisted of a ranking by the respondent of the following on-tour factors:

- ground transportation
- air transportation
- hotel accommodations
- meals
- local tour guides
- club escorts
- agency or wholesaler
- tour itinerary
- baggage handling
- customs inspection

Ranking followed an "excellent" to "poor" system.

Post-tour information

Tour participants were asked "Would you be interested in a future tour? Would you be able to take trips and tours at a time other than during the regular "slow" period?"

The final section on "Group Travel Preferences" listed destinations, events and activities that might be available to employees on future tours. Foreign tours were listed as two weeks in duration and ranged from the Gaspé Peninsula of Canada to the Middle East. Around the World tour (duration 12 weeks) was also included.

Domestic tours of one week or more included Disney World, Niagara Falls and Williamsburg. Respondents were asked to select their favorite from the list.

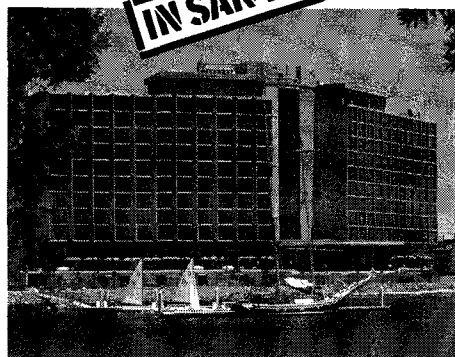
Among the special interest group of trips and tours (duration one week or more) were cruises to San Juan and St. Thomas, ski trips to Squaw Valley or Austria, golf trips to Pebble Beach or Scotland.

Weekend trips, one-day sports events and one-day trips were also suggested for ranking by tour participants.

A shorter form is now being made up by Pratt & Whitney Travel Club members. The club felt the old form had outlived its usefulness, but it had been of great value. Both long and short questionnaires provided constant feedback from tour participants, something every travel club needs to run a program that matches its participants' desires.

What has Sheraton done for you lately?

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IN TORONTO



Sheraton's opening lots of exciting new spectacular hotels and motor inns all over the world.

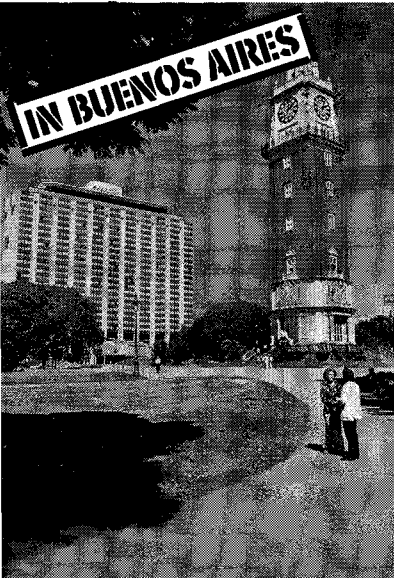
Sheraton has some great new travel ideas, too — like new saunas, new recreation facilities, new three-day holiday weekend packages, exciting new bars and lounges and fabulous new restaurants.

Right now there are more than 285 Sheraton Hotels and Motor Inns around the world.

For a reservation at any one just call:

800-325-3535

Or have your travel agent call for you.



IN LIMA



Sheraton Hotels & Motor Inns

A WORLDWIDE SERVICE OF ITT



Air France announces the Sneak-A-Week to Europe

Sneak-A-Week in Paris

From **\$115.00** per person.

Let your group explore Paris and do the things they have always wanted to do.

Package features:

- 6 nights at the new, 4-star PLM/St. Jacques Hotel (incl. service and taxes).
- Continental breakfast every morning.
- English-speaking escort to meet group upon arrival and assist during programmed activities for entire group together.
- Welcome cocktail party at the hotel.
- Banquet lunch at the hotel.
- Half-day Paris sightseeing tour.
- Welcome-to-Paris Information Kit.
- Guided Shopping Tour of Le Printemps department store, including round-trip transfers from hotel. Complimentary tea and pastry. Two free gifts, for monsieur and madame, for each group member (cravat, eau de cologne or similar)
- Transfers: Airport/Hotel/Airport by motorcoach, including portage.

Plus low cost options to tailor tour to your group's taste.

Single supplement \$42.00

*From Dec. 1, 1973-March 31, 1974.

During period Sept. 1-Nov. 30, 1973 price will be \$134.00 per person (single supplement \$54.00)

Sneak-A-Week in the Sun.

From **\$110.00** per person

One week in the sun can do your group a whole world of good. Check these features and decide for yourself.

Package consists of:

- 6 nights at either the Westminster or the Park, 4-star hotels (including service and taxes)
- Continental breakfast every morning, in the restaurant or in your room.
- English speaking escort to meet group upon arrival.
- Entry to the Casino every day.
- Welcome cocktail party at the hotel.
- Half-a-day sightseeing tour of Monte Carlo and Eze, with a stop at the Fragonard perfume factory, for shopping.
- Farewell banquet at the hotel. Four-course dinner with wines.
- Transfers: airport/hotel/airport by motorcoach, including portage.

Plus a host of low cost options to stretch your travel dollar.

Single supplement \$32.00

NOTE! Both Sneak-a-Week in Paris and Sneak-a-Week in the Sun apply to land arrangements only for groups of 40 passengers minimum. Hotel accommodations are based on two persons sharing twin-bedded rooms with bath.

Sneak-A-Week in the French Alps.

Avoriaz to Tignes

From **\$291.00** (from NYC)*

You have your choice of the most splendid ski resorts in the world. Avoriaz, Flaine, Les Arcs, Le Corbier, Les Menuires, La Plagne, Superdevoluy and Tignes.

Your package includes:

- Double occupancy in room or apartment with private bath.
- Continental breakfast served in dining room.
- Transfers between airport and station by private motorcoach.
- Daily housekeeping.
- Welcome drink.
- Orientation get-together.
- Instruction and Information Kit.

Optional Features:

- Demi pension (MAP) per person. 7 meals (lunch or dinner) \$37.00.
- Single occupancy \$31.00.
- Ski lifts for all stations ranging from \$31. to \$44. depending on station and season.

*Based on 40 passenger group affinity fare (winter season) New York to Geneva and basic period prices (Dec. 1-21, 1973 and Jan. 9, 1974 to February 9, 1974). Add \$15.00 for weekend travel each way.

These are but some of the group packages created by our new employee group travel specialists. If you want further information, call Ivan Darnyanoff, manager employee group travel at (212) 758-6300 or send in coupon below.

Air France

1350 Avenue of the Americas, New York, N.Y. 10019
Attn: NYC. PG

I am interested in receiving further information.

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone _____

My Travel Agent is _____

☐ Check here if you want the Air France Indian Summer calendar of late Summer and Fall tour departures.

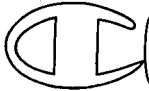
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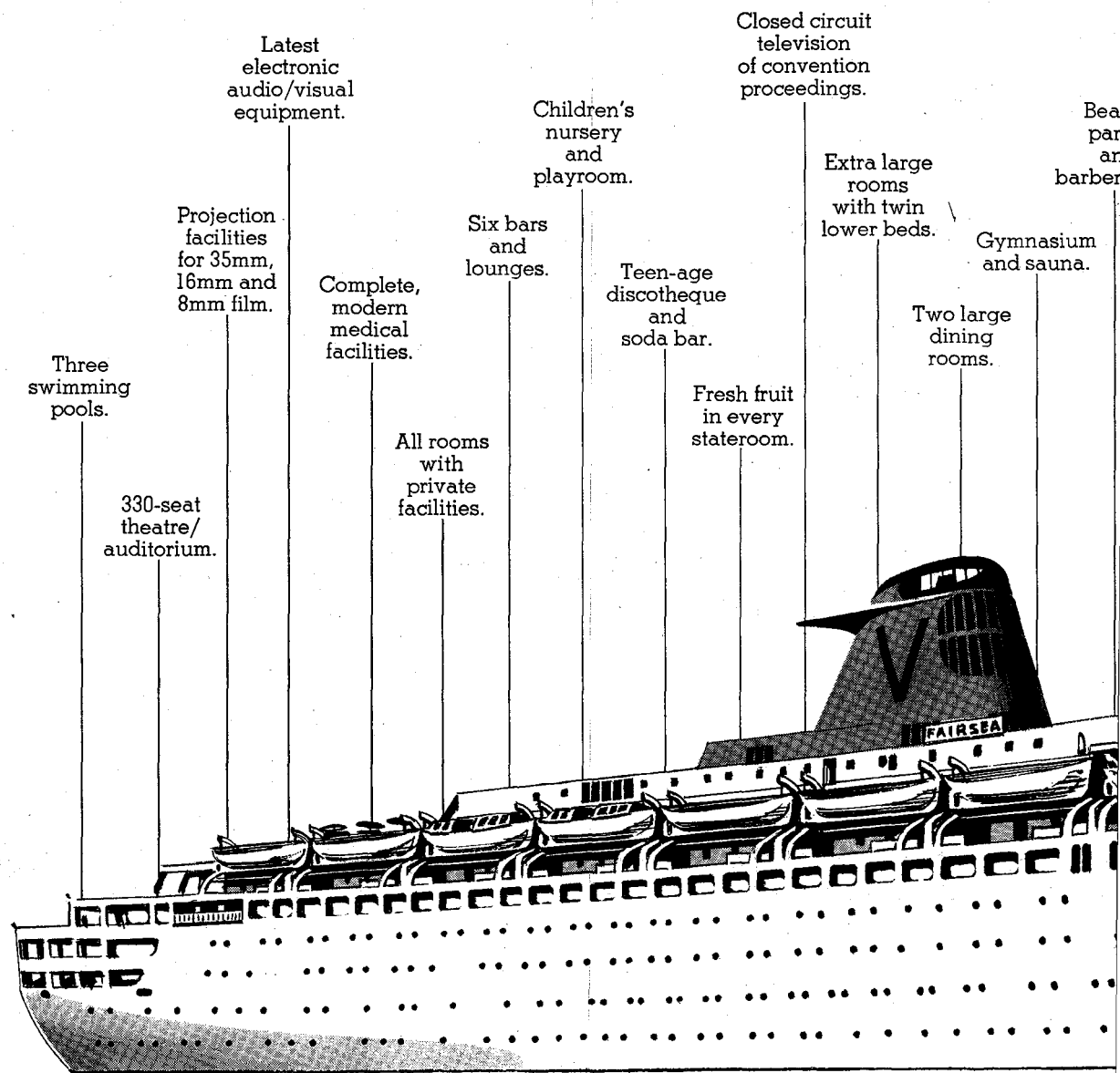
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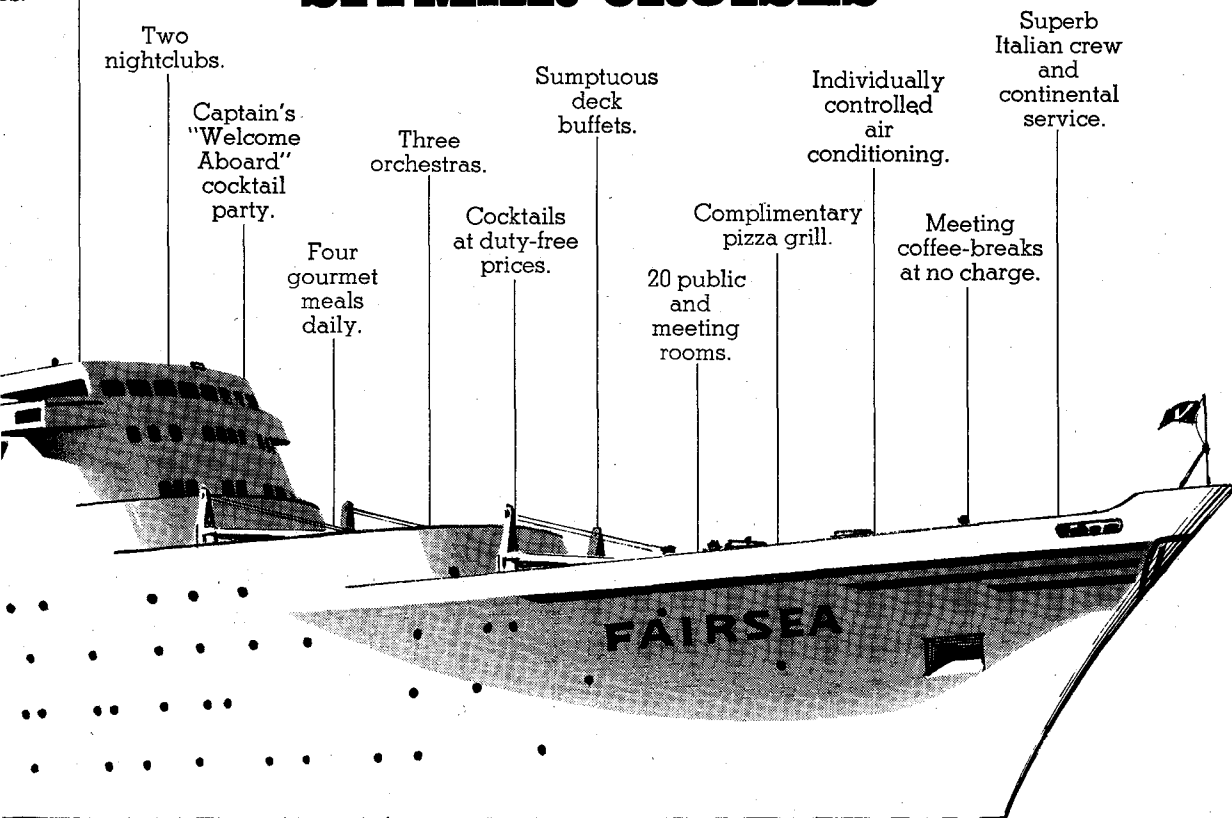
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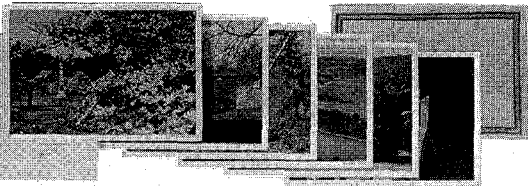
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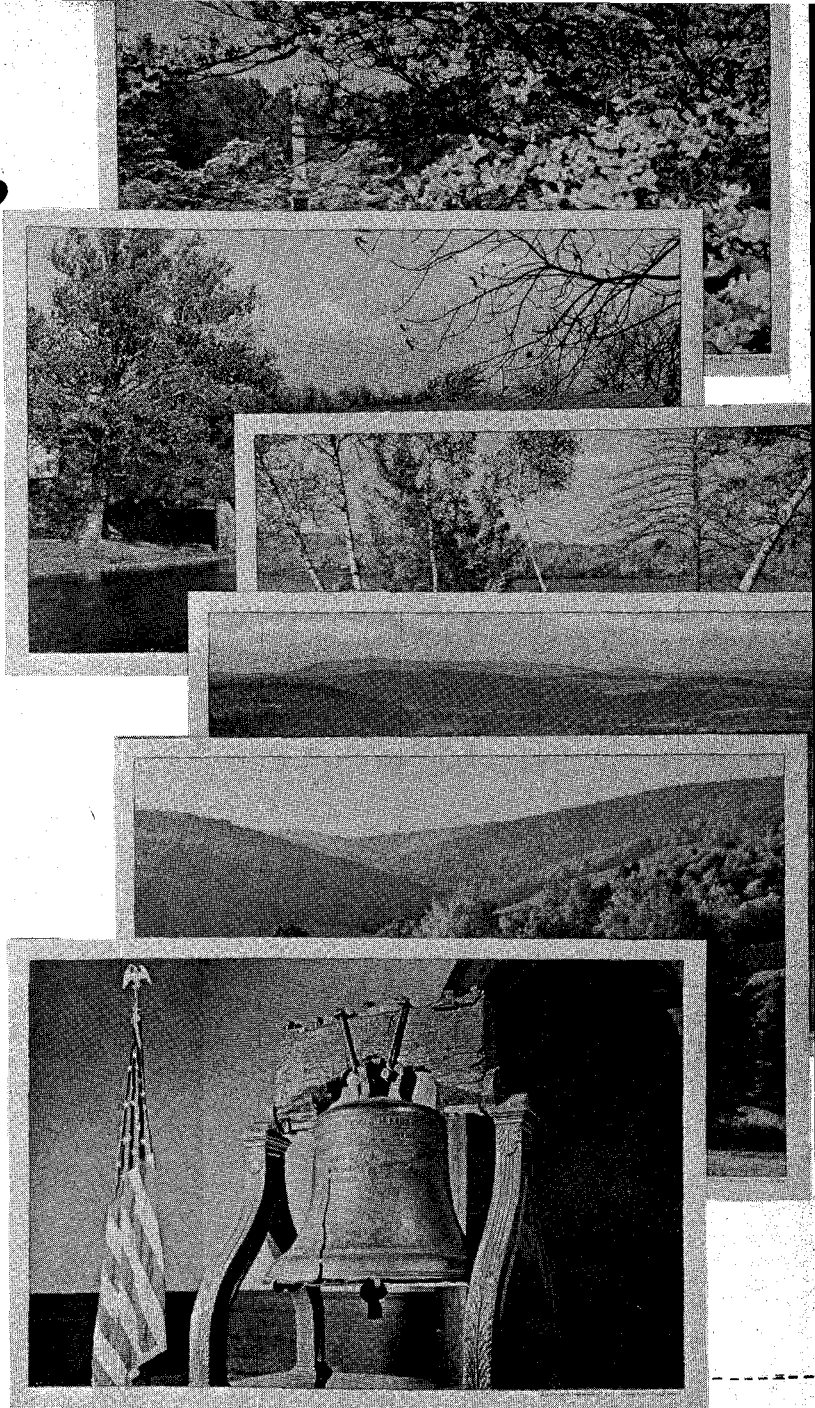
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Pleasures And Benefits Of Travel

Why Include Group Travel in Recreation Planning?

By Esther Winchell
Editor Recreation Management

People travel because they want to go somewhere else, to see something different, to have an experience in recreation, to delve into history or to study people.

Traveling, whether to absorb the sun on a caribbean beach or examine antiquities on another continent, is mind-broadening.

Travel is relatively easy in an affluent society. Higher incomes, paid holidays, leisure, pensions, new plans of savings accounts at higher interest rates, and greater facility in using credit cards and credit: all these combine to make a traveling vacation easy to come by.

There is nothing new about traveling for pleasure. Tourists visited the pyramids in Egypt, then 3,000 years old, in the time of the writer Herodotus, who was born in 484 B.C. Tourism is not new, but newly easy, and it has become one of the largest and fastest growing industries in the world.

People are taking advantage of the recently-gained ability to travel swiftly from any part of the world to any other. There were 102 passengers on the "Mayflower." They came from Europe to see America, and their voyage took more than two months. Today, hundreds of jet aircraft carry up to nearly 500 passengers at a time from America to see Europe and they make the crossing in six hours.

Recreation Means Revive

Vacations are looked upon as the time for recreation, and recreation means to revive, to refresh, to reanimate and to delight.

Recreation must be interesting enough to hold the person's attention. Pleasure diminish unless they are varied, and for variety we must move.

This variety has an embarrassing feature for the would-be traveler, because the more there is to select from, the more difficult it is to choose. He has to make sure that he knows clearly what he wishes to obtain through travel.

Travel Diverts

Travel is prescribed for ills of both the body and mind, because new sights and new ideas divert people from old emotions.

People are free when traveling. Free because those they meet know nothing about their affairs, they are incognito.

At home the employee may be John Doe brick-layer, living on Crumbling Street, driving a four-year-old car, a charter member of the Old Tyme Service Club doing civic good turns, a member of the Bridgeside Church. He is tabbed, ticketed and pigeon-holed.

But on the beach at a resort in

the Bahamas, or strolling a street of whitewashed houses in the Canary Islands, or sitting on one of the marble blocks outside the Senate in the Roman Forum—perhaps the very rostrum from which Mark Anthony made his oration—here is a person, John Doe, world citizen.

Search for differences

What makes travel interesting are the differences one finds. It is a waste of time and money for a vacation to travel to a far country and spend his days talking about the comforts of home. No one experiences the best joy in travel if his principal aim is to live precisely as he lived at home. Encourage your group to search out and enjoy the small departures from conventional patterns.

Myths are a sort of history. Tales that seem strange today had their origin in events of the past. Many colorful stories survive in every country. They represent beliefs, hopes and fears that have colored the culture of the people.

Travel Ease

In the 18th century wealthy people traveled in their own carriage, with running footmen to pick them up at dangerous places in the road.

Today, travel agents and their representatives make travel

asant. The person who is accus-
ed to bearing a load of decision-
making at home hopes to be
saved of it when he goes on a
day. He is willing to leave the
hills up the travel professional.

There is a growing demand for
packaged tours offering well-
organized trips at reasonable cost.
Many persons on the organized trip
miss the difference between a
dream and a nightmare.

Encourage employees to read
about various destinations. Provide
material in easily accessible places
in your building, perhaps the lunch
room or cafeteria.

The first thing travelers must
decide is where they want to go and
then they want to go there. Even
early explorers did not fumble
and in the ocean in hope of hit-
ting a continent.

Special events, annual festivals
and various activities should enter
into planning tours and group travel.

It is Important

Cost is the first item to be consid-
ered by most people. Many people
believe it is better to see other
places and other lands on a small
trip rather than never to leave
their own cramped environment.
The distance one may go and the
time in which one lives are dictated
by the availability of funds to pay the
trip, but this is a decreasing han-
dicap because new ways of paying
travel are becoming available.
Among these are save in advance
plans as well as travel now and pay
later plans.

Participate Pleasure

Looking forward to things is half
the pleasure of them. This requires
imagination, one of the necessities
of human life.

Napoleon, one of the most ardent
travelists, said: "The defect of our
modern institutions is that they do
not speak to the imagination." It is
imagination that first suggests the
possibility of getting away from
everyday life to see and experience
something new through travel. And
imagination will make the trip
enjoyable.

Besides recreating the body, a

holiday can enliven the mind, Wil-
ferd A. Peterson, author of "The Art
of Living," reminds us that Newton
was loafing under an apple tree
when he saw an apple fall and got
the gravitation idea; James Watt
was loafing in the kitchen when the
kettle boiled and he got the idea of
the steam engine; Galileo was let-
ting his mind wander from the ser-
mon while he watched the lamp
swinging in the cathedral at Pisa
and developed the pendulum prin-
ciple.

The person who travels with his
mind relaxed from the narrow circle
of his daily pursuits is well on the
way to thinking up new ideas and
developing ideas that have been
buried in his mind under the load
of daily work.

Travel contributes to our large-
ness of view and our breadth of
mental vision, and gives us true per-
spective. By shifting our point of
view we learn that we are members
of a world society of human beings
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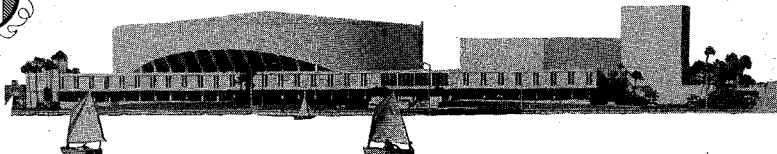


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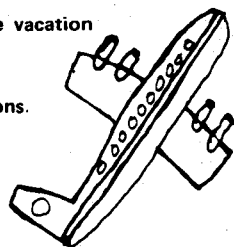
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2. portable bleacher unit

A new all aluminum portable bleacher unit for has been introduced for use by schools, recreation departments and parks. The 50 seat units are particularly mobile, weighing only 400 pounds.

Four men can lift each assembled unit and place it crosswise in a standard pick-up truck, where it can be transported from football field to tennis courts, outdoor pool, track or

baseball diamond.

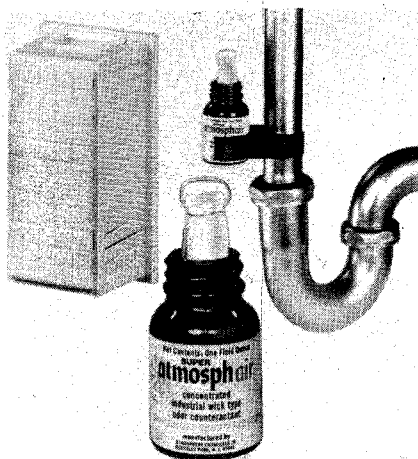
The seats and footboards are designed to accommodate a load of 200 pounds per foot. At full capacity they will support 50 men weighing 300 pounds per man with only nine sixteenths of an inch deflection in each six foot span.

3. pitching machine for youth leagues

A new pitching machine which throws straight balls has been introduced to compliment the curvball pitching machine.

In a one-hour batting practice session each player on a squad can have at least 30 balls delivered to him, each one right over the plate at the speed selected by the coach. Young players, who can never get too much hitting practice, learn to watch the ball and meet it with their bat without fear of getting hit or the lag caused by wasted pitches.

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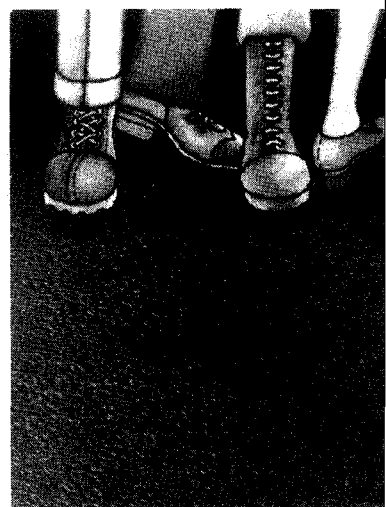
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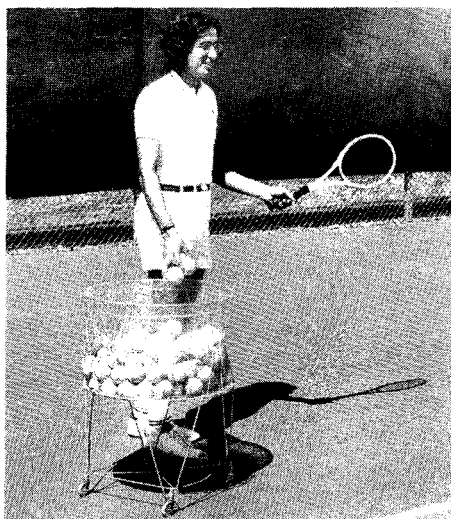
anodized surface it can be used indoors or outdoors in many diverse industrial situations, including: processing areas, shower rooms, stairways, swimming pools and hospitals. It is the ideal material for marking floor areas. This high quality floor coating takes hours in application time because it can be applied directly to damp surfaces. It can be used on concrete, asphalt, wood or metal surfaces without special preparation. Application tools can be cleaned in plain water. Yet it resists food, oil, gasoline, sugars, oils, acids, detergents, alkalis, most solvents and hydraulic fluids. It comes in seven colors and two sizes.

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engrave valuables

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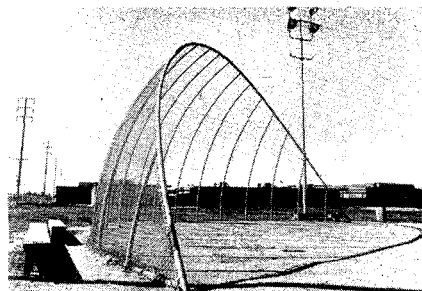


9. tennis ball caddy

A, round, lightweight, rugged, tennis ball caddy that holds more than 450 balls has been designed for any tennis court, either indoor or out. It is suitable for tennis clubs, country clubs, colleges, universities and schools.

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beneath the basket for rackets or ball scoop and comes with a plastic liner and towel hook.



10. new design in baseball backstop

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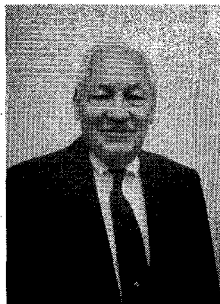
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Meet Your Board



Thurston G. Erickson



Thurston G. Erickson, president of the Denver Industrial Recreation Association is a retired employee of Mountain Bell Telephone Company. He has been active in recreation programs and organized athletics throughout his career. He is president of the Bell Telephone Mutual Employee's Association and vice president of the Denver Life Member Club of Telephone Pioneers of America where he is in charge of fund raising for philanthropic organizations.

Richard N. Powers



Richard N. Powers, Manager of Member Services, Industrial Mutual Association of Flint, Flint, Michigan is a new member of the NIRA board. Active in community affairs he is president of the Big Brothers of Greater Flint; a board member of the Flint Baseball Commission and Flint Retirement Homes; a member of the Human Services Planning Council and finance chairman of the Michigan Special Olympics-Region XIII.

Joseph C. Schranck



Joseph C. Schranck, Assistant Recreation Director, Engineering Department Employees Activities Association of E. I. Du Pont De Nemours and Company, Inc., Wilmington, Delaware has been an active member of NIRA since 1955. He served as the recording secretary for the convention in Philadelphia in 1959 and as a senior director in 1971. An avid hunter and fisherman, he has been active in Ducks Unlimited for the past ten years and currently serves as New Castle County chairman of the Delaware Chapter of Ducks Unlimited.

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NIRA 1973

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Art Festival Tour	S2	Safari	S7
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Photo Tour	S4	Golf Tours	S9
Hunting Tour	S5		

Domestic Travel

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WHERE THE ACTION IS!

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Travel by ship or plane, but plan to spend part of next summer in Alaska in the heady atmosphere of American's last frontier. D-12.

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Personnel Managers
Industrial Relations Directors*



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recreation management

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CLUB ISSUE

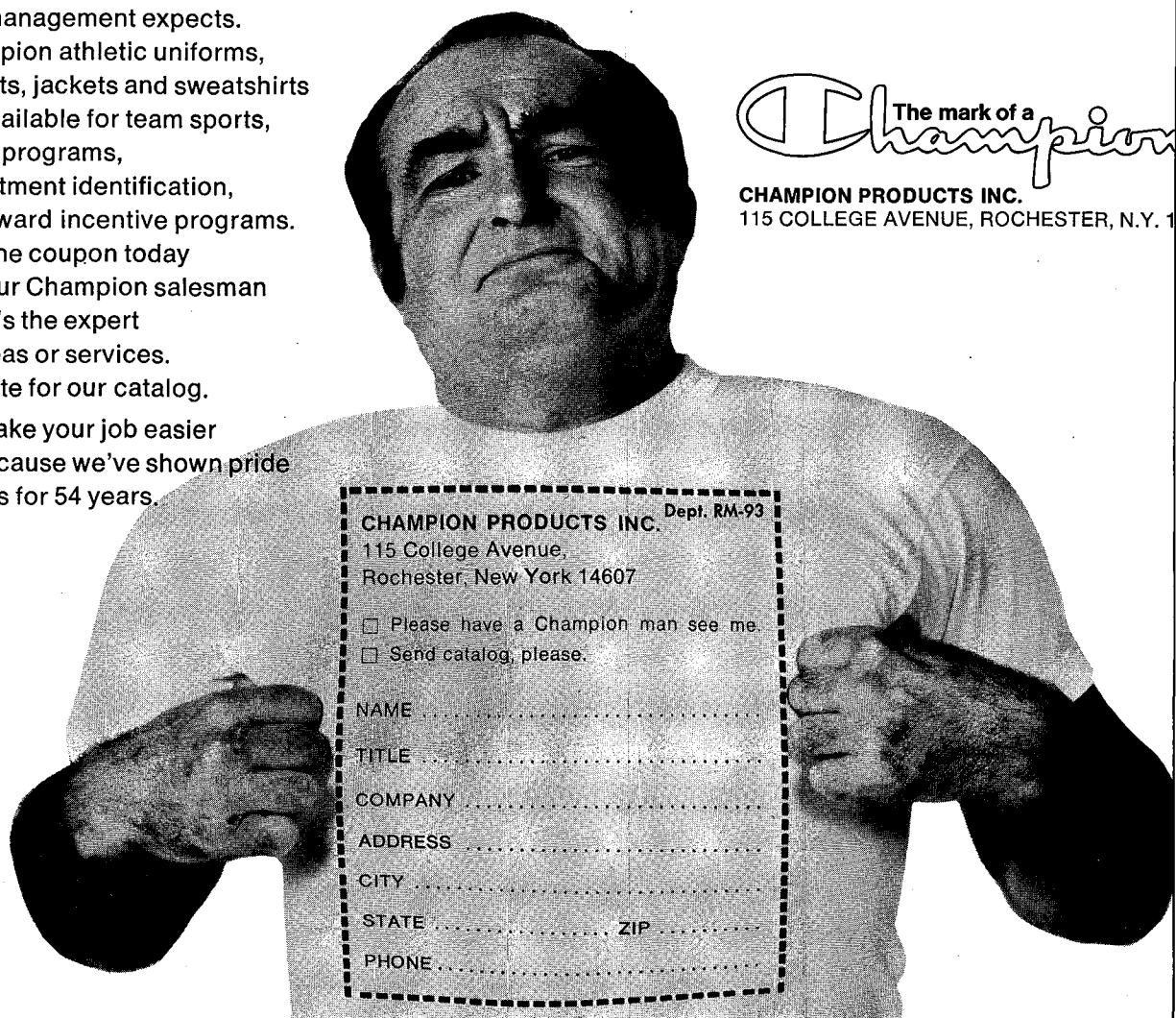
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recreation management

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About the cover



This month's cover gives a dramatic "fish-eye" view of the Goodyear Tire & Rubber Co. Headquarters in Akron, Ohio with the lights of Goodyear Hall visible on the right.

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cooking. Or just listening to the sounds of lilt-ing Reggae music.

We even have a show of island fashions modelled by stewardesses so island-warmed people like to call them our Rare Tropical Birds.

And they can tell you secrets about Jamaica that girls from Tallahassee, no matter how helpful, just wouldn't know. Because Jamaica's not home to them.

Call your travel agent or call us at 527-3923. But either way, remember to ask for us. Jamaica is our last name.



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WE MAKE YOU FEEL GOOD ALL OVER

company profile

Recreation Programming at General Dynamics

General Dynamics Convair Aerospace Division, San Diego, Calif. won honorable mention in the NIRA-United Savings-Helms Athletic Foundation Awards for companies with 5,000 to 10,000 employees.

Ray Mendoza is recreation director at the company and their well coordinated recreation programming and development procedures offer inspiration to other recreation associations.

The objectives of General Dynamic Convair Recreation Association (CRA), are to provide a means of fostering, managing, conducting and coordinating various activities of 45 clubs and 3 recreation facilities for all employees of General Dynamics in San Diego, California and their dependents.

CRA is an employees association and functions through an Employees Council. The Employees Council consists of 51 volunteer members who are appointed Commissioners on an annual basis by the Chief of Recreation. Each club activity is the responsibility of a specific Commissioner who performs all duties associated with program management of the club activities.

To achieve these objectives, the company has granted CRA, through a License Agreement, the right to operate vending operations. All commissions from vending are used to offset costs associated with the recreation program.

The Employees Council establishes annual goals in support of the overall recreation program objectives such as:

- Missile Park is the largest of the three recreation facilities, Participation last year was increased from 103,000 to 133,000. This increase was achieved by promoting additional departmental picnic activities in addition to increasing the use of the facilities.
- Pinecrest Park is a mountain camping recreation facility which is owned and operated by CRA. Development of a master plan for 86.5 acre facility was

initiated to ensure that it continued operation on self sustaining basis. A committee consisting of employees was appointed to prepare the final master plan by the spring of 1973.

The CRA program dates back to 1949, development of a facilities program started in 1953. CRA has developed three recreation areas: Gillespie Gun Range, 45 acre facility leased in 1953 from San Diego County for development of skeet, trap and rifle ranges; Missile Park, 27 acre company owned property assigned to CRA in 1958 for recreation facility development; and Pinecrest Park, 86.5 acre mountain camping facility purchased by CRA in 1962. During this period, long range development, long range development plans have been formulated and updated to ensure that facility development was achieved in accordance with available revenue and in the best interest of our employees.

Primary future development plans are assigned to Pinecrest Park and planning projections are on schedule. In addition, the company's current recreation development program extends to improving communications. A monthly "CRA Newsletter" edited with employee volunteers, is published with an average monthly circulation is 9,500. The 45 club activities have been asked to determine ways whereby they shall become self-sustaining in 1973. Traditionally, activities have received annual budgets for operating expenses. Anticipation is that each activity will propose charging an annual membership fee not to exceed \$3.00 per family.

In the current aerospace environment, it is a demanding task to keep current programs intact. CRA believes in planning whether long or short range is an essential daily task and feel that these efforts are reflected in the type of program.

CRA's most important challenge in 1972 was the financial management of the entire recreation program.

Continued on page



associate profile

The World of Technicolor

When most people think of Technicolor, they think of movies. While it's true that Technicolor was the pioneer in the field and remains the leading processor in major motion picture and television films, they are much involved in other related areas.

As a participant in the Earth Resources Program of satellite observation of the earth, Technicolor provides photographic prints ranging in size from a postage stamp to a mural to enable meaningful observation by scientists.

Now Technicolor is using this same expertise in creating exciting new programs for the consumer market. Recognizing the need of many organizations for additions to their programs, Technicolor has devised systems that can help in membership drives and put extra money into the club's account. More important, there is no investment required in any of them.

The new charge program allows the members to use the service without sending money with each order. Once a month, Technicolor will send them a bill for all services used. The members are never charged for work they don't like. If they are unhappy, they will receive a credit on their next order.

The exclusive Club 15 program offers a special incentive by giving the club and/or its members a 15% rebate on all services used. The 15% can be divided between the club and its members in any desired combination. Any way it's divided, it still becomes an expense-benefit for everyone involved.

There are many other programs available and all are flexible enough to fit any club's specific needs. If you have an outlet such as a "company store" for instance, there is an excellent program offering high quality film products and photoprocessing through them at great savings to the employees.

All of the programs are simple to use and virtually take care of themselves. Trained personnel will meet with you and plan a complete program geared directly to your needs.

In special interest areas, such as group travel or hobby photography, Technicolor can offer assistance putting photo-travel kits together for you or help you start a camera club.

This is only a small part of the total service Technicolor is pleased to offer. From the initial use of Technicolor's own high quality film (if you so desire) right through to the processing of slides, reprints and exclusive Full-Vue prints, you can see why not only Hollywood, but well over half the population of the world has seen, heard or used Technicolor and continues to depend on it.

For further information write: Technicolor, Inc., 3015 Monona Avenue, Burbank, California 91504, Attention: C. B. Miller. Phone: (213) 849-6141.

Air France Makes It Easy

With a fleet of 102 jetliners, a route system covering 150 cities in 78 countries and a staff of 28,000 persons, Air France ranks with the giants of the air transport industry. Aviation experts know it as a pioneering company in the development of long-range flight; travelers know it for its reliability and impeccable French service.

Its fleet, composed mainly of U.S.-built Boeing 747s, 707s and 727s, will be dramatically enhanced in 1975 with the addition of the world's first supersonic transport, the Concorde, which will be able to fly the Atlantic in three hours.

Today, Air France jets carry passengers to all corners of the globe from 14 cities in North America—Anchorage, Boston, Chicago, Guadalajara, Houston, Los Angeles, Mexico City, Miami, Montreal, New York, Philadelphia, Puerto Vallarta, San Juan and Washington, D.C.

As well as operating the most frequent schedule of flights to France of any airline from the U.S., Air France jets fly from New York to the French Caribbean and Mexico, from Houston to Mexico, from Miami to the Caribbean and from Chicago to Montreal.

But an airline is more than jets and destinations. Air France's wholly-owned hotel subsidiary, Meridien Hotels, operates the largest hotel in Europe, Paris' de luxe Meridien, as well as hotels in other parts of France, Africa and, soon, North and South America.

It offers a full range of travel services to business and pleasure travelers—from tours to virtually every part of the world to specialized travel arrangements for individuals and groups.

Its motto, "Air France Makes It Easy," applies particularly to employee travel programs. Anticipating the explosive growth in recent years of recreational travel by employee groups, Air France created a department with full responsibility for providing a complete range of services for such groups.

Headed by Ivan Damyanoff, manager of employee group travel, the department works with group travel organizers in setting up trips to France, other nations of Europe, the Caribbean and Mexico, or anywhere else Air France's big blue and white jets fly.

Through this special facility, Air France is able to tailor-make employee travel programs. It can put together all of the elements of trip—transportation, accommodations, sightseeing, excursions—in the most economical as well as efficient way. Thus, an employee travel organizer can select and arrange those elements in the manner that best suits the needs of his group.

For further information on Air France's employee group programs and services, contact Mr. Damyanoff, Air France, 1350 Avenue of the Americas, New York N.Y. 10019, tel.: (212) 758-6300.



nira news

nira director board meets

A regularly scheduled NIRA Board of Directors meeting was held in Chicago September 13-14.

The board recommended several membership category changes and resolutions will be coming to members for a referendum vote soon.

Board president Ed Bruno said the changes concern: branch offices of voting members, industrial recreation councils and recreation club officers, board members of volunteers.

nira fishing contest

(Detroit, Mich.) Eugene Miller of Michigan Bell Telephone Company, chairman of the 1973 NIRA Fishing Contest reminds recreation directors that November 1 is the closing date of the contest.

Remember, employees can enter as many times as they want and every entry has a chance to win the sweepstakes prize of a beautiful Heddon spin casting worm rod and closed face spinning reel.

Any full time employee or family member of a NIRA member company may enter.

Complete rules and list of prizes is explained in the blue brochure.

new CIRA members honored

Nine people received Certified Industrial Recreation Administrator certificates at the 32nd Annual NIRA

Conference and exhibit held in Indianapolis, Ind.

Martha Daniell, of Nationwide Insurance Co., chairman of CIRA Committee, spoke at a breakfast honoring the new CIRA's. Successfully completing CIRA requirements gives professional status to recreation administrators.

Receiving certificates were Al Hauck, Eastman Kodak Co.; Edward D. Hilbert, Battelle Co.; Clark Fishel, Texas Instruments, Co.; Martha Byers, Owens-Illinois, Inc.; William E. Dorr, Jr., Eastman Kodak Co.; W. Brent Arnold, Xerox Corp.; Al Porter, Raytheon Co.; Joe Smith, Pudget Sound Naval Shipyard and Betty Jo Carr, Owens-Illinois Inc.

softball at Upjohn Co.

The increasing popularity of slow-pitch softball in the U. S. is reflected at the Upjohn Co., Kalamazoo, Michigan where this summer 400 employees played on 33 teams in four different leagues.

According to the Upjohn Intercom, a company publication, a highlight of this summer's softball play was the challenge issued by the Unichicks, a top women's team, to any men's club in the lower half of its division.

The Placebos were chosen from among several applicants and, contrary to their name, proved more than harmless, dealing the Unichicks a 21-13 defeat.

Unichicks manager Ollie Chambers, while warning, "Things will be different next year," summarized the challenge game by saying "Everybody enjoyed it." This illustrates the true purpose of industrial recreation programming.

nira photo contest

(Rochester, N Y.) C. James Moyer, Eastman Kodak Company, is the chairman of the 1973 NIRA Photo Contest. The contest theme is Recreation in America. Entry deadline is December 31, 1973.

RULES:

1. Contest is open to employees (and their immediate family if included in their company's program) of any N.I.R.A. member company except; employees of Eastman Kodak Company and anyone who is a professional photographer.
2. Black & White or color print may be entered and may not exceed 5" x 7" in size.
3. Photos must be candid—action pictures of indoor or, outdoor recreation.
4. Entry fee of \$1.00 per photo entered—you may enter as many as you desire. Check money order payable to NATIONAL INDUSTRIAL RECREATION ASSOCIATION must accompany each entry.
 - a. Entries received without proper fee will not be eligible for the contest.
5. All entries should be made with official entry form or facsimile and must include name of employee and pictures titles.
6. All entries become the property of N.I.R.A. and will not be turned.

O-I club officers



The executive council of the Onized Club of the Owens-Illinois, Inc., Pittston Plant, Pittston, Pa., presents each officer a special jacket with a patch signifying their position in the club. Pictured are: from left, Ben Drogalis, president; Irene Zaborowski, services chairman; Marilyn Ascani, social chairman; Steve Willison, athletic chairman; Geri Mikowski, secretary; Paul Yablonski, publicity director; Lee Evans, treasurer; and Don Toole, vice president. The club has 1600 members. Other special club projects in addition to the regular programs are an emergency fund to aid members and an Arbor Day program where trees are presented to be planted at home.

Entry deadline: December 31, 1973.

Accredited photographic judges to be supplied by Eastman Kodak Company.

Decision of judges will be final.

All entrants will receive a notice of contest results.

PRIZES:

Separate prizes for color and Black & White entries.

1st prize each division—
Kodak Model 60 Pocket
Instamatic Camera

Other prizes according to entry.

In case of ties, duplicate awards will be made.

Mail entries to:

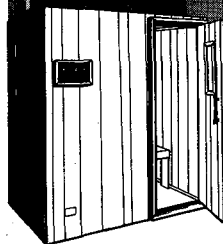
Mr. C. James Moyer
Eastman Kodak Company
Kodak Park Division
Rochester, New York 14650

article discusses industrial recreation

Two NIRA member companies, Control Data Corp. and 3M Company were among the companies interviewed by staff writer Dan Wascoe, Jr. of the Minneapolis Tribune for an article on employee recreation programs appearing in the newspaper.

"The notion that good playmates make good employees is firmly rooted in many Twin Cities companies," Wascoe wrote. "And judging by the increasing variety and expense of employee recreation programs, the old barrier between work and play is crumbling fast," the article continued.

"In the shower room it is hard to tell the janitor from the vice-president; and after 18 holes on the company golf course, the executive and the file clerk may understand each other a little better," the article stated.



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travel spotlight



Geiranger Fjord expresses the magnificent beauty of Norway.

By Robb Underhill
Lis lind International
New York, N. Y.

Never before has Scandinavia had so much to offer travelers as during the coming year. In all four countries, Denmark, Finland, Norway and Sweden travel accommodations and services are attractive to budget minded people who would like to visit "the different Europe."

Carefree Denmark

Denmark is often called the land of the welcoming heart and it has been said that friendliness, flowers and song are the predominant characteristics of Denmark.

The land of the Danes is a smiling little country, about one-third of the size of New York State. It consists of the peninsula of Jutland and 500 islands, as well as a land

Great Travel

area of 16,576 square miles containing nearly five million people.

Within Denmark's small compass lies a great store of beauty, a charming blend of the modern and the ancient.

Copenhagen, the capital is a bright, clean, paced setting city of more than a million friendly hospitable people. It is the seat of government and a center of learning, art, music, ballet, theatre, and cultural activities of every kind.

Once far outside the city limits of this happy capital there lies an almost make-believe world of moated castles, ancient village churches and thatch-roofed cottages so truly called Fairy Tale Land because it inspired Hans Christian Andersen's beloved stories.

Because the Danes themselves believe in having good time, visitors quickly sense that they, too, are expected to have fun. The Danish sense of humor is robust and out-going.

There is so much to see and do and enjoy in Denmark that part of the challenge is assembling all the information in one piece.

See Norway

You will find traveling in Norway a rewarding experience. The people you meet give you a welcome as fresh as the country's clean, invigorating air. Summer or winter, there's a magical lure to the land, a tranquility which draws people close together. And Norway offers so much to see and do from its breath-takingly beautiful Fjord Country on the west coast to its thoroughly modern cities to the south.

Built at the head of a fjord, Oslo is indeed "The Viking Capital". Most of its ancient buildings have long since been replaced with modern masterpieces, but all the old attractions remind you that Norway is still a seafaring nation.

The Viking long boats, the Kon-Kiki Raft, and the polar exploration vessel, can be found in Oslo.

n Scandinavia

museums. Surprisingly, Oslo is also known as the "City of the Arts," and its museums offer more in the way of modern art than the other Scandinavian capitals.

Bergen is one of the country's oldest towns and many visitors find it the most interesting. Stavanger offers you an alternate gateway to the fjord country. From Bodø and the Lofoten Islands to the North Cape and Kirkenes is the wildly beautiful country of North Norway. In recent years, this area has become accessible from Oslo or Bergen in a matter of hours by air instead of days or weeks by coastal steamer and now attracts thousands of visitors each summer.

You will find good hotels in all Norwegian cities. Also spread throughout the countryside, especially on the southern provinces of Nordmarka and Telemark, are thousands of summer cottages, modern chalets of wooden construction of old farms. There are also more primitive fisherman's cottages available for rent during the summer.

Motoring in Norway is on the increase. Norway's roads are themselves among the country's leading scenic attractions. Their picturesque routes along fjords, across mountains and past glaciers and waterfalls introduce breath-taking sights at every turn. The roads are well maintained and good hotels are always nearby.

Fascinating Finland

In recent years, tourists have been discovering the delights of Finland in ever-increasing numbers. A summer trip to this northern country is both a great adventure and a chance to relax.

The language, customs and traditions are quite different from the rest of Scandinavia. Moreover, for the traveler who is looking for something new and inexpensive, it is not only an inviting country, but one that offers so much for so little.

Finland means unspoiled nature; forests of spruce, birch and pine; sandy, sunny beaches; clean water for swimming and Lapland, which stretches across Fin-



Antique shopping in Hans Christian Andersen's birth town of Odense, Denmark.

land, Norway and Sweden, and is the last wilderness in Europe.

Summer is most colorful, a wonderful time of light warm weather, nightless nights, leafy great trees, a landscape of over 60,000 crystal lakes and some 30,000 off-shore islands.

There is a wide range of accommodations available in Finland. As with other Scandinavian countries, it is fairly easy to find reasonably-priced places to stay if you are traveling on a budget.

In addition to hotels, motels, youth hotels and holiday villages you will find camping is a rapidly expanding form of tourism in Finland.

There are about 350 camping sites, either near main roads, or on the shores of a lakes, rivers or by the sea. In addition to an area for tents, many sites also have vacation cottages for rent and a youth-hostel type of accommodation.

Guided hikes, fishing trips and holiday weeks are available in the northern wilds both summer and winter.

Glorious Sweden

There is no end to Sweden's pleasures, summer or winter. And no matter when you choose to go, Sweden offers you a fantastic variety of vacation attractions the year round: cycling through Chateau Country; bathing on Sweden's world-famous "sunshine" west coast; hiking

Continued on page 27

news in brief

student rec conference

The 23rd annual Recreation Conference at State University College at Cortland, N.Y., is slated for Nov. 2-3 in Corey Union, according to student planners in the College's Department of Recreation Education.

Organized entirely by Cortland students, the conference through the years has provided an opportunity for recreation students to meet with professional leaders and exchange ideas on the recreation profession as well as educational programs leading into the profession.

survey of camping equipment sales

Camping equipment participated in the recreation-travel boom of the late 1960's and the early 1970's with sales increasing more than seven and one-half percent per year to a level of \$285 million in 1971. However, camping equipment markets have come under increasing competitive pressure from travel vehicles and equipment.

The use of travel vehicles for sleeping accommodations has adversely affected sales of tents, sleeping bags and cots. Furthermore, travel vehicle appliances have cut into the market for campstoves, lanterns, heaters and coolers.

The trend toward camping equipment rentals has also adversely affected sales. Cooking utensils and tableware are used both by campers in tents and those in travel vehicles, so that sales

growth was above average. A significant part of camping equipment growth was tied to the back-packing boom. These are the conclusions reached by the Research Group of Predicasts, Inc. in its recently published study, *Camping Equipment & Supplies*. Predicasts, Inc. is the Cleveland-based business information and research firm.

Looking ahead, the Research Group sees the rate of growth for camping equipment and supplies dropping below 7 percent per annum due to continued competition from travel vehicles plus a slowing of the backpacking trend. Nevertheless, shipments are projected to surpass \$700 million by 1985 due to upgrading of major camping items and rapid growth of currently small markets such as electric generators and portable toilets.

The opportunities for new entrants into the camping equipment and supply industry are somewhat limited. Industry sales are heavily concentrated among fifteen established companies, and other recreational activities offer greater growth opportunities.

Deer sportsman

Deer Sportsman of America is a new organization working to build a better relationship between landowners and sportsmen, the Wildlife Management Institute reports. The group is growing and features a variety of programs benefiting wildlife and its members. It's address is P.O. Box 1225, Winter Haven, Florida 33880.

voluntary wildlife stamp

A voluntary wildlife management license or stamp is being proposed by Michigan Natural Resources Commissioner Carl Johnson.

Johnson explained that persons who are not hunters, but who enjoy the outdoors and wildlife, could purchase the stamp as their contribution to improving and maintaining wildlife habitat in the state.

Under Johnson's proposal, funds from wildlife stamps would be used only to benefit non-game and endangered species.

Purchase of the stamps would be strictly voluntary. However, Johnson believes many people would contribute to the state's non-game wildlife management program in this way. Several other states have established, or are considering wildlife stamps, Johnson said.

record breaking WIBC tournament

One new scoring record was set as the 1973 champions were crowned in the 54th WIBC Championship Tournament, a record shattering 107 day marathon held at Showboat Lanes in Las Vegas, Nevada.

The latest edition of the WIBC showcase event was the longest scheduled bowling tournament in history. The field of 9,644 five women teams also made it the largest bowling event ever held. It melted out 37,092 prize checks totaling more than \$706,431 bowling second richest prize fund ever.

Some 48,220 women, representing all 50 states and five foreign countries, competed; they rolled a phenomenal total of 426,066 games.

The 1973 champions, all from the Open Division, earned their titles with some outstanding scoring, led by Toni Calvery of Midwest City, Okla., and Bobbie Buffaloe of Costa Mesa, Calif.

The lone record, however, was set by a Division I bowler, Betty Peterson of Joliet, Ill., who rolled a 89 single game in her team event, the highest individual game ever posted in five-women play in a WIBC tournament.

Mrs. Calvery, a 193-average bowler, captured the all events crown with a brilliant 1910 nine-game total. She rolled 648 in the team event, 657 in doubles and 605 in singles for 1910, the sixth-highest tally in WIBC tournament history and only the sixth total of 1900 or better.

Campers and the gas shortage

Family campers are aware of the reported gas shortage but it hasn't caused much of any dip in one of America's fastest growing leisure time activities, according to Sportscope, the bimonthly newsletter of the Athletic Institute.

The article further states that the American public is apparently discovering what campers have known all along; people actually conserve America's natural resources while vacationing.

One of the intriguing facets of the current "energy crisis" is that the average family uses only about one-quarter the amount of energy when camping that it uses at home. This stems from the fact that camping families use less gasoline, less hot water, gas and electric appliances, and less air-conditioning.

This new knowledge may be behind the fact that the camping season is off to another record year as reported by camp-ground operators across the nation.

Tourism is up throughout the Rocky Mountain area, where one might expect the greatest impact of any gasoline problem. Yellowstone Park reports 11 percent more visitors during the first ten days of June than a year ago.

Motels in Cody, Wyoming are full and motel reservations for Cheyenne's Frontier Days are ahead of last year which was a record year. Mount Rushmore in South Dakota reports visitations up 19.9 percent through May 31st and an increase of 2,000 more visitors during the first six days of June than during the same period last year. Montana's Glacier National Park is running 23,000 more visitors through May 31st than a year ago. So tourists obviously are traveling despite the news stories of gas shortages.

Campground operators report that the campers are not experiencing any trouble finding gas, although some report inconvenience in being limited to purchases of only ten gallons at scattered stations. It appears that campers have taken the offen-

sive in this respect by encouraging one another to change their driving habits to conserve gasoline.

multi-language tapes in use

A new multi-language tape service is delighting visitors, especially those from foreign countries, to the Niagara Power Project, Niagara Falls, New York.

The tapes, in six languages, (French, German, Italian, Japanese, Russian and Spanish) may be used by visitors to replace the normal English language tape for orientation in conjunction with a topographical water animated map that shows what the entire Niagara falls area looks like for the air.

Hammerin' Hank

- He's already the leader in total bases.
- He'll be the all time home run hitter.
- He needs less than a hundred RBI's to break Ruth's record of 2209.
- He just broke Stan Musial's extra base hit record.
- He scored 100 or more runs in 12 straight seasons, 1955-1967.
- Four times he's led the NL in RBI's.

Four times he's led the NL in home runs.

The hammer? Hank uses a Louisville Slugger with a normal taper from a medium size barrel to a medium size handle. The knob is a bit larger than medium.



HANK AARON.
The man with the bat!

Hillerich & Bradsby Co.

The hardest hitting name in sports.
LOUISVILLE, KENTUCKY





The Helms Award was presented during a visit to Goodyear by NIRA Executive Director Michael Fryer and Recreation Management Editor Esther Winchell. Pictured during the award presentation are: (from left) Charles Bloedorn, Recreation Director; Charles Pilliod, Goodyear president; Russell De Young, Chairman of the Board and Mr. Fryer. Mr. De Young was also presented with a special award in appreciation of his over 40 years interest and participation in industrial recreation.

Something For Everyone

By Esther Winchell
Editor Recreation Management

"Something for Everyone", is the motto at Goodyear Tire and Rubber Company, Akron, Ohio and with over 40 diversified clubs, a full athletic schedule, many special activities and services, music and cultural pursuits as well as a beautiful recreation park for employees, they show they can do it.

A forerunner in industrial recreation programs, Goodyear has provided a wide variety of activities for employees, member's families and retirees, since the early 1920's.

Among the leading programs, those involving the greatest participation, are bowling, golfing, Scouting and hunting and fishing club. But they are only part of

the many opportunities for leisure time programs provided for Goodyear people of all ages, all shifts, men and women.

The Goodyear Tire & Rubber Company has earned the Helms Award twice. The National Industrial Recreation Association, through the United Savings-Helms Athletic Foundation, honors companies excelling in aspects of employee recreation programming and Goodyear was named the overall winner in 1973. The company previously won this award in 1963. Both awards were won under the same recreation director, Charles Bloedorn.

Most of the action takes place at Goodyear Hall which houses the offices of Recreation Director, Charles Bloedorn and his staff as well as: a gym with three full size courts, locker and shower facilities and a seating

capacity of 3,000; a fully equipped theater with seven dressing rooms and a 1400 seating capacity; a little theater seating 75; a kitchen, bowling complex with 18 bowling lanes; two indoor horseshoe courts, two conference rooms with a 250 seating capacity; two golf driving and lesson rooms, one with instant TV playback; billiard room, steam room, men's community room seating 300 plus two meeting rooms; women's community room seating 175, women's physical fitness rooms, men's physical fitness rooms with a ping pong room, the Goodyear Travel Bureau and special rooms for model railroad, photography, and stamp clubs.

The athletic field facilities include outdoor horseshoe courts, flag football fields and softball fields.

Other facilities include: indoor and outdoor rifle range, archery, (indoor and outdoor) boat and yacht, model plane, model train, hunting and fishing clubhouse and scout lodges.

Nearly all activities of the Goodyear recreation department are available at no charge. Exceptions are bowling lanes, bowling lockers, pocket billiards and team rooms for which a nominal fee is charged. In addition, there is a charge for special activities in Goodyear theater, the gymnasium and the softball fields.

Wingfoot Lake Park charges small fees for boat rentals and shore fishing.

For those who participate in club sponsored activities such as indoor and outdoor rifle ranges, indoor and outdoor archery, boating and yachting, model airplanes and model railroading and the hunting and fishing clubhouse at Wingfoot Lake, the club dues help defray the cost.

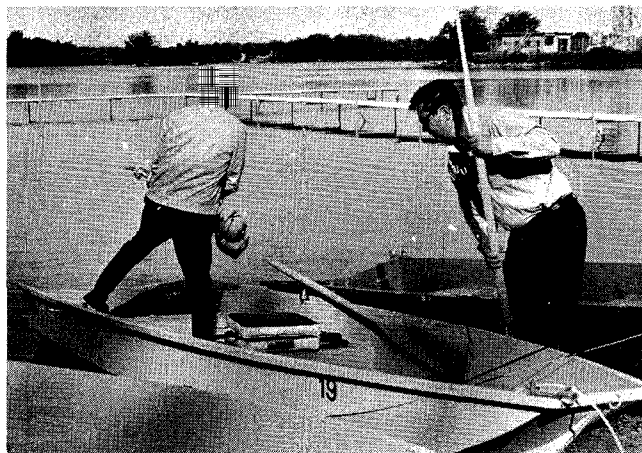
"Something for everyone," as Recreation Director Charles Bloedorn describes it, is: "if 15 or more people are interested in forming a club or activity group, we will do for it. The little organizations are just as important as the big ones."

Bloedorn said new activities are constantly being organized. "Recently we have had inquiries about flag football for women and if enough women are interested they can be playing next season. Toastmasters and toastmistress Clubs are being organized and Rap Pack new organization involving technical women just started meeting."

"We never push," Bloedorn said, "if employees want to form a group, they come to us; then we help them organize." All Clubs must have a constitution governing their procedure and they are aided by the Employee Activity Committee and Henry Vaughn manager of Employee Activities.

Bloedorn has nothing but praise for the 1000 volunteer workers in Goodyear programs. Club officers form the nucleus of volunteers. "They do a fine job and enjoy running their own show," Bloedorn said.

The hunting and fishing club has the largest participation with 5,000 members and the model railroad club the smallest with 30 members. Fifty-five golf leagues play on 22 different golf courses. The Goodyear 60 piece and plays to over 50,000 people per year and the Musical Theater Club presents two plays with 14 performances a year. The hunting and fishing club has a large sporting goods show each year to raise money for their activities. In all, over 140,000 employees and their



Fishing is popular at beautiful Wingfoot Lake. Forty two boats are available for fishing and members can provide their own outboard motors if they do not exceed six horsepower.



Goodyear Rose Club members, Mrs. Donald Laughlin, president; Mr. Donald Laughlin treasurer and Mrs. Helen Cernabor, vice president, put in many hours working in the club rose garden. Many bushes are donated to the group.



Scouts of Troop 41 demonstrate how to put up a tent at the Scout Center maintained by Goodyear. The Center has two rustically beautiful lodges and well kept grounds. Goodyear is the largest industrial sponsor of Scouting in the U. S.

families participated in Goodyear recreation programs in 1972.

Another interesting figure in fact is that over 568,000 spectators were on hand to support the Goodyear programs.

The Goodyear Travel program saved tour participants over \$150,000 in 1972 and an additional \$50,000 was saved by employees in discount programs such as visits to Disney World, Sea World, Geauga Lake, Blossom Center, recreation parks and sporting events.

Goodyear Clubs

All Weather Campers	Men for Christ
Amateur Radio	Memory
Apprentice Program	Model Aircraft
Assembly	Model Railroad
Blue & Gold	Musical Theatre
Boat and Yachting	Pioneers
Coin	Photographic
Chess	Racquet
Damon Gourmet	Rap Pack
Duplicate Bridge	Rose
Girls bridge	Ski
Engineering Squadron Wives	Squadron Alumni
Engineers fishing	Squadron Wives
Foremen	Stamp
Foremen's Auxiliary	Toastmaster
Friendship	25 Year
Hunting & Fishing	Wingfoot Bowmen
International Wives	Wingfoot Flower
Investment	Wingfoot Girls
Junior Rifle	Women's
Lighter than Air	U. F. O. Society
	Zeppelin Rifle

In terms of the human element, the Goodyear Tire & Rubber Company counts Scouting among its most productive investments of the past 60 years. It's original investment—sponsorship of one troop in 1913—has increased to 67 units worldwide, with 2,220 Scouts.

Goodyear became a pioneer industrial sponsor three years after scouting came to America and is now the largest industrial sponsor of Scouting.

The man who brought scouting and Goodyear together, was the late Paul W. Litchfield, then factory superintendent, later president and board chairman. He first encountered scouting aboard a fogbound ship enroute to England. Tension mounted among the passengers as the ship entered the iceberg lanes. Also aboard was a troop of Canadian Scouts. Their willingness to help others so impressed Mr. Litchfield that he decided Goodyear should have a troop. Thus Troop 16 was started for sons of employees at Akron. They met in the conference room at the plant. Now Goodyear has a Scout Center with two handsome lodges, a Boy Scout Lodge and Explorer Lodge for troop meetings.

A large number of Scouts join the Goodyear Company after completing their education. Board chairman Russell De Young is a veteran of scouting and many other employees are former Scouts.



Trap Shooting goes on near the Goodyear Hunting & Fishing Lodge. The lodge was constructed, equipped and decorated by volunteer member labor.

Wingfoot Lake Park, Goodyear's beautiful recreation park was opened five years ago. Three years of planning, dredging, building and a substantial sum of money have gone into this spectacular recreation facility.

Most famous for boating and fishing, the park has acres with a lake area of 200 acres. Facilities include shelter houses for employee clubs and other Goodyear group outings, paved parking for 500 cars, restrooms (the park has its own water chlorination and sewer treatment systems), playgrounds, snack bar, picnic tables and grills. Families have a choice of eating in the shelters or picking a shady spot overlooking Wingfoot Lake.

In addition the park has areas and equipment for badminton, softball, basketball, football, badminton, bocci, croquet, frisbee, horseshoes, shuffleboard, volleyball, checkers, boating, fishing and hole-in-one golf.

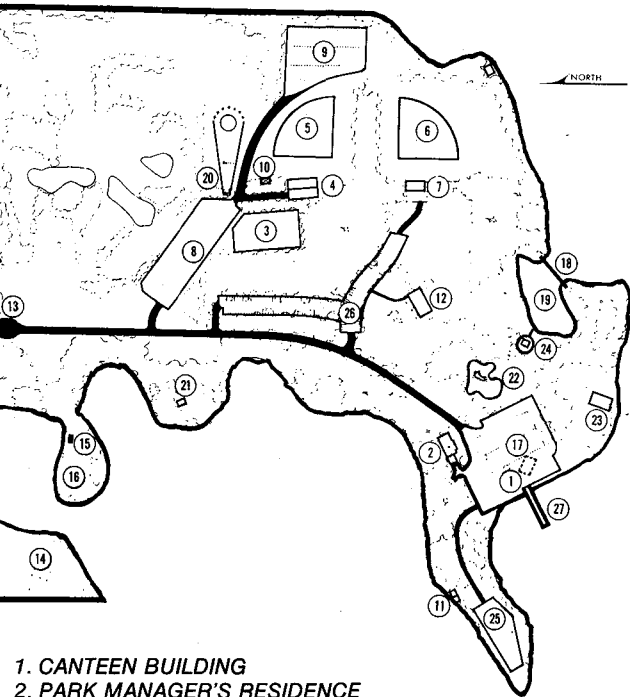
The park is open from April 1 through November Tuesdays through Sundays from 7 a.m. until dark. The park is closed Mondays except on holidays.

The park is available to all Goodyear Tire, Goodyear Aero-space, Goodyear Bank, Goodyear Relief Association and Goodyear Service Store Employees, retirees and their families. There is no admission charge. On company functions, company sponsored activities and employee family reunions are accommodated. Shelter space is allocated on a priority basis with company functions given top priority. Only one family reunion per year will be permitted. The park is also available to non-Goodyear organizations such as fraternal, social and church groups.

Identification is required for admittance to the park. Any Goodyear identification is acceptable (prescription drug card, service store card, membership cards, retirees card.) Guests must accompany employees.

Continued on page

Wingfoot Lake Map



1. CANTEEN BUILDING
2. PARK MANAGER'S RESIDENCE
3. PLAY AREA
4. SHELTER HOUSE
5. SOFTBALL DIAMOND
6. SOFTBALL DIAMOND
7. MAINTENANCE BUILDING
8. PARKING LOT
9. PARKING LOT
10. COMFORT STATION
11. SEWAGE TREATMENT PLANT
12. SHELTER HOUSE
13. GATEHOUSE-ENTRANCE
14. BOY SCOUT AREA
15. COMFORT STATION
16. BOY SCOUT AREA
17. PARKING LOT
18. DAM
19. FISHING LAGOON
20. HOLE-IN-ONE GOLF
21. ENGINEER'S CLUB
22. PLAY AREA
23. SHELTER HOUSE
24. COMFORT STATION
25. RADAR SITE (FENCED)
26. PARKING LOT
27. DOCK



An active interest in archery spawned the Goodyear Wingfoot Bowmen. In addition to the target range pictured above the club has trail shooting as well.



an Sacks, whose husband Dave plays on Goodyear softball team, is on hand to keep score for a 9:30 a.m. game. She manages the children, score keeping and cheering her husband's team with calm efficiency. Family participation is an important part of Goodyear recreation programming.

HOW TO SET UP A HOBBY CLUB IN YOUR COMPANY

Compiled by Jane Goldsmith, Public Relations,

Hobby Industry Association of America, Inc.

INTRODUCTION

How Employees Benefit From a Hobby Program

For employees near retirement age, such a program serves to interest them in a hobby which may be pursued after retirement, which may offer them hours of enjoyment and relaxation during their leisure time. Expertise in crafts has often proven financially lucrative for retirees. There is no scale to judge the merits of becoming involved in a hobby and enjoying it after retirement.

A hobby program creates good will between employee and employer. The company becomes more meaningful to an employee if it provides pleasure and relaxation after working hours.

It is a means by which an employee can meet fellow workers from other departments in the company.

If the club offers life-time memberships, retirees can continue to associate with fellow members after retirement.

It is a convenience. An employee need not travel (spending time and money) to his hobby group. It is right on the premises.

I. STRUCTURE

Depending on the size of your organization, you can adopt one of several structures.

(a) If your employees are at a centralized location, you can establish a Hobby Committee at that location. It could consist of a Chairman or Executive Secretary with a permanent staff. The staff would handle finances and bookkeeping, registration, membership, publicity, signing of contracts, setting up trips, all internal workings of the Hobby Club.

(1) Answerable to the Hobby Committee would be the Executive Committee which could be appointed or elected by Club members. Each Committeeman

would have one vote and would vote upon policies and activities of the Club.

(2) Upon retiring from the Executive Committee (after a one-to-three year term), a member could become Vice-President and then President of the Executive Committee and would have one vote.

(b) If your organization consists of facilities not located close together, you could establish a Hobby Committee similar to the one described above located at Headquarters.

(1) Answerable to the Hobby Committee Chairman would be an Executive Committee composed of one representative from each of the facilities. Each would be appointed or elected by Club members and would serve one to three years and could become Vice-President and then President of the Executive Committee when his term was culminated. Each would have a vote in deciding Club policies and activities.

(2) If the Hobby Club exists apart from other social and recreational clubs, such as Stamp, Photography, Sports, Travel, Theater, then the Chairman from each of these clubs could become part of the Hobby Executive Committee, each with one vote.

(3) A Suggestion Committee could be established which would refer employee suggestions for activities to the Hobby Committee and these suggestions would be voted upon by the Executive Committee.

(c) If your company feels its Personnel Director should have final say in Hobby Club policies and activities, measures voted upon by the Executive Committee should be directed to the Personnel Director before adoption.

II. COMPANY SUBSIDY OF A HOBBY PROGRAM

(a) A Company can subsidize a Hobby Program providing instructors, facilities and equipment; or

A company can share expenses with the employees who participate in the program; or

A company can provide the physical facilities for program only and heavy equipment (kilns foramics, ovens for cooking, machinery for book-binding, etc.) and let employees pay for instruction as well as their personal supplies.

SELECTING SUBJECTS

Classes can be selected on the basis of what the Executive Committee feels would be beneficial to the employees; what activities have been used successfully at other companies.

Classes can be suggested through a Suggestion Committee or through employees who have submitted their suggestions to the Hobby Committee. Suggestions would be voted upon by the Executive Committee.

A Chairman should be appointed for each activity and would be answerable to the Hobby Committee.

SELECTING INSTRUCTORS

Through word of mouth or recommendation.

From within the company by notices in an internal organ, bulletin boards or office memo.

From outside the company through local retail schools, colleges, Board of Education or ICA.

PAYMENT FOR INSTRUCTORS

An instructor can submit a price for a complete course and this can be voted upon by the Executive Committee. He could be paid each week, each month when the course is completed.

A fee can be established by the Executive Committee.

The contract should be binding to the instructor.

If employees pay for instruction, they should be required to pay at registration and it should be based on how many attend the activity; the more students, the lower the fee per student.

PROMOTING THE ACTIVITIES

In an internal organ.

On posters in company hallways, lounges and restrooms.

On tents in the dining room during lunch.

On closed circuit television.

REGISTRATION

Registration for all activities can be scheduled for one day at one location.

Registration can take place at the first session of each activity.

The policy should be first-come, first-served. When a quota is met, either more classes should be planned or a reserve list made, so if an employee drops out, another can fill his place.



Dofasco Recreation Club dressing dolls for underprivileged children.



Cummins Engine Company Hobby Show.

VIII. WHEN TO HOLD ACTIVITIES

(a) During evening hours, not during lunchtime when employees need complete mental and physical relaxation.

(b) Not during vacation periods or the Christmas Season.

(c) During the day if retirees are members of the Hobby Club.

IX. INTRODUCTORY CLASSES

(a) One session of an introductory class could be

Continued on page 18

Continued from page 17

held in an auditorium during lunchtime. The instructor could "woo" employees by explaining what the activity would cover before the employees sign up.

X. WHERE TO HOLD CLASSES

- (a) In auditoriums for large classes.
- (b) In conference rooms for smaller classes.
- (c) In rooms with facilities or equipment for special classes like cooking, ceramics, woodworking and weaving.

XI. HOW TO SET UP AN ANNUAL HOBBY SHOW

- (a) Establish a theme, such as "Home Products and Services", "Arts and Collections", "Sports, Vacation and Travel" or "Handicrafts".
- (b) Decide whether you want employees to contribute to the exhibits or whether you want outside companies, such as utilities, sports equipment, electrical appliance companies or police and fire departments to set up exhibits, give demonstrations and hand out free literature.
- (c) Decide on an exhibit hall, auditorium or lobby for the show, when to hold it, whom to invite.

XII. SUGGESTIONS FOR A SHOW

- (a) Hours: 9 a.m. to 5 p.m. if you employ on a full or part time basis. During lunchtime and after working hours if you employ on a full time basis only.
- (b) Promotion: Promote the show within your company if only employees, their families and friends are invited. Special tickets or admission slips would be required. Promote the show in local media (newspapers, posters, radio, TV) if the public is invited.
- (c) Guests: If outside companies are participating, invite their employees.
- (d) Selling: It is not advisable to sell products exhibited by employees, but if a guest expresses an interest in purchasing a particular product, the Chairman of the activity or department manager of the employee involved should be notified and then the employee, who may choose to sell or not to sell.

XIII. EMPLOYEE PARTICIPATION IN THE SHOW

- (a) If employees are invited to exhibit, provide application forms which will give their name, section, department, telephone extension, type of product to be exhibited, value (all products must be insured by the company) and amount of space it will require.
- (b) A Certificate of Commendation can be issued at the close of the show to each participant. This can be an eight-by-ten-inch sheet with the company logo. The same form can be used each year, since it provides blank spaces for the employee's name, name of show, date and signature of a company official.



This "model ship builder" constructs an entry for his company's annual hobby show.

A Certificate should read:

THIS CERTIFICATE OF COMMENDATION
is awarded to **John Doe**
for exhibiting in the **Hobby Show**
of Airtight Machine Company
April 1973
David L. Black, President

- (c) Certificates of Commendation can be presented to one or more employees within a department by the department manager or activity Chairman.

XIV. SUGGESTED LENGTHS FOR ACTIVITIES

- (a) Six to eight weeks for experimental activities. If successful, they can be continued and advanced sessions established.
- (b) Three to four months for established activities.

XV. SUGGESTIONS FOR ACTIVITIES

oil painting
dressmaking
bookbinding
model airplane building and flying
silk screening Christmas cards
rental library with books on hobbies
wood carving and finishing
embroidery and knitting
crafts of all types
upholstery
glamour, charm, beauty
auto maintenance
flower arranging
cake decorating
candle making
plastic sculpting
beaded flowers
model building
lampshade covering

very popular

rock climbing
ceramics
macramé
short stories
crocheting
languages
decoupage
needlecraft
science
cooking
miniature railroad
public speaking
piano instruction
music appreciation
collecting hobbies
leathercraft

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We mean it!”

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h other programs before we took
er.

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mise if you’re truly professional.

have no obligation to fill space
any specific airline so there’s no
isle at that level.

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t it practically runs itself.

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mote the program.

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/ kits.

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dle all collections.

We see that they know what clothing
to bring, what immunization shots to
get, and help them procure pass-
ports when necessary.

We let them know where to be and
when.

And of course we provide a fine trip
for them that they will long remem-

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forget. For example: Spain—\$277 per
person from Chicago (double occu-
pancy), 8 days—7 nights.

In fact, all you really have to do is
say “yes” and get all the credit for
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(Or write us now!)

SMALL JOB CLINIC

A BOON TO INDUSTRIAL RECREATION GOLDEN AGE GROUPS

By Martha Byers
Activities Director
General Offices
Owens-Illinois Inc.

The industrial recreation program has long been an employee activity stimulator—mental and physical health conditioner of a progressive personnel administration.

The professional industrial recreation director is well aware of the day-to-day personnel benefits a recreation program provides its actively engaged employees and their management. They are quick to outline the many objectives and then stress the communicative and moral values the proper programs develop.

Once the employee retires from the company many of the program objectives do not seem to apply any longer and the director begins to seek some new objectives to replace those activities which apply more directly to the working employee.

How can the retired employee best serve the program and his former employer's interests and

how can such a program be designed to best serve retired personnel?

We all know that many of the activities carried over into retirement are the direct results of his or her exposure to them during the employment years. The conditioning process therefore was present and proved to be the long-range therapeutic benefit so essential to remaining active in the many facets of special interests—such as oil painting, ceramics, golf, fly tying, etc. Some of these interests have resulted in a profit builder as well as a means to keep busy in the retirement years. In Owens-Illinois the Golden Emblem Club is a continuing industrial organization. Retirees can gain additional benefits and still play an important part in the recreation program.

One of the two-way benefit programs is the Small Job Clinic developed some two years ago

through the activities department the Owens-Illinois Company and the retiree club group.

Most retirees have vocations, avocations which provide an additional income for the retiree and offer a low-cost service to the active employees. Retiree bookkeepers and tax department personnel offer income tax preparation service. Former maintenance men are kept busy on simple repair work while the average plumber, electrician, painter doesn't care to figure out a job, plus the fact the service call for such work often is more than the cost of the parts and labor involved. Stenographers and secretaries list their names for typing, mailing, and shopping service.

The working employee is hampered many times in getting materials and taking care of small tasks in his limited free time. A retiree can handle these errands and jobs for a small service charge. Many enjoy a

ited amount of landscape work, flower gardens, lawn care and shrub trimming. With one or two summer days a week, jobs may be sufficient pay for the retiree's travel expenses the next winter. Also, there are those who make items for sale—afghans, table cloths, birdhouses, and children's furniture.

One retiree steno does beautiful restoration of antique furniture, a former personnel executive repairs china, glass and art objects. Most in demand is the in-home care services such as baby sitters, invalid care and occupying or maintaining a home during vacations. Some retirees serve as consultants and assist in obtaining the contractor, painter, etc. best qualified and most reasonable.

The Small Job Clinic is primarily a listing service that is published once a year and distributed to all the employees and retirees. No guarantees or endorsements are made by the Club in providing the listing service. The Golden Emblem Club encourages their members to list their names and services in the Small Job Clinic Directory as the list is never enough to satisfy all the requests. It is considered one of the most beneficial services to both retiree and employee which the Club offers. It also provides another way for retirees to keep in touch with their company and former coworkers.

The company also has found use for the service, some retirees are doing occasional work such as fill-in mail truck drivers, working in the mail room, employee's sales store, etc. during busy times or vacation time.

The recreation department also uses retirees in their food service programs, taking tickets at events, custodian of various facilities and helping in the arrangements for large events.

It's a real plus program for everyone involved and can't be too highly recommended as a part of the services offered through the industrial recreation and activities programs. ■

Travelers Effect

Destination Areas

Dr. Stanley C. Plog, President of Behavior Science Corporation, a planning research corporation, told a Los Angeles meeting of the Travel Research Association recently that lengthy studies by his company have revealed two basic types of travelers . . . the Allocentrics or adventuresome types who are self-confident and willing to experiment with life, and the Psychocentrics or inhibited types, who fear things including the unfamiliar.

What's happening in tourism today, Dr. Plog said, is that the Allocentrics are discovering the new and exotic vacation spots. They pass the word on to their near Allocentric friends who also make a visit and the "in" spot begins to grow.

The problem, of course, is that the spot also begins to lose its natural "unspoiled" beauty with the addition of such trappings as tourist shops, hamburger stands and multi-storied hotels. These additions, Dr. Plog explains, repel the Allocentrics but begin to attract first the Mid-centrics and, ultimately, the less adventuresome Psychocentrics who dig the indoor plumbing and the hamburgers.

But that's the way to make money in the tourist business, since the people who want the amenities spend the money . . . right? Dr. Plog

says "Wrong!". He says that Psychocentrics really don't like to spend much money and prefer resort destinations they can drive to. Even if they do take a long trip, they'll probably wind up in their air-conditioned rooms watching reruns of the baseball playoffs, and they'll go home sooner than the Allocentrics.

Eventually as a resort becomes widely known and fully developed, the Allocentrics and then the Mid-centrics have moved on to newer, more interesting destinations, leaving a smaller clientele of Psychocentrics. This, to the resort owner, can be the point at which his profits nosedive and an expensive facility becomes a white elephant.

"My fervent hope," explained Dr. Plog, "is that those persons responsible for the planning and development of resort and destination areas will become more knowledgeable about such factors, which strongly influence their success or failure."

Unless they do, he warns, some of the most attractive and interesting destination areas in the world are doomed to become commonplace tourist relics appealing only to the unsophisticated, infrequent traveler. And there is a limit to the number of new spots that can be developed to replace the old ones in our shrinking world. ■

the park and the management asks that guests be kept to a minimum.

The canteen is the center of the operation of the park. A snack bar, located there, sells sandwiches, non-alcoholic beverages, ice cream, candy and other refreshments.

Fishing and boating are available. Boats and preservers may be rented at the canteen. Boats rent for \$1.50 on weekdays and \$2 on weekends and holidays. Since state law requires all boat occupants to wear life preservers, they can be rented at the canteen for 25 cents or guests may furnish their own. Goodyear now has 42 boats available in their "fishing fleet." There is a 25 cent fee for shore fishing and fishing licenses sell for \$4.35.

A small bait and tackle concession is also in the canteen. All bait sells for 45 cents per container. Nite crawlers, red worms, maggots and wax worms are available.

There is no charge for youngsters fishing in the kids' fishing pond which is restricted to children 12 years of age and under.

The lake and kid's fishing pond is stocked yearly by the Goodyear Hunting & Fishing Club. The kid's fishing pond contains, bluegills, bass and catfish. The lake has bluegills, large mouth bass, catfish, yellow perch, crappie, walleye and northern pike.

Swimming, wading and camping are not permitted. Also hunting is not allowed and no weapons are permitted. Pets must be on a leash at all times and the launching of small craft is not allowed.

Although employees cannot bring their own boats to Wingfoot Lake, they can provide their own outboard motors if they do not exceed six horsepower. Another park rule requires life preservers for everyone in a boat. Children under 12 must wear vest preservers.

Frank Balint is the park manager. Joining Goodyear in 1953 he was the Goodyear bowling lanes manager before becoming park manager in 1968.

"We're proud of the park," Balint said. "Watching the change over the past few years has been interesting and exciting. We want to make Wingfoot Lake one of the best company owned parks anywhere."

Goodyear's motto, "Something For Everyone", extends into the community with the gymnasium at Goodyear Hall open to youngsters in the neighborhood after school. Joggers and basket shooters also use the facility during the noon hour.

Commitment to human development, as evidenced by companies such as Goodyear Tire & Rubber Company, serves to bring about recognition of industry's great impact on the life of our nation. ■

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July 9, 1974

July 16, 1974

August 6, 1974

August 20, 1974

CITY OF DEPARTURE

New York

Los Angeles

Chicago

New York

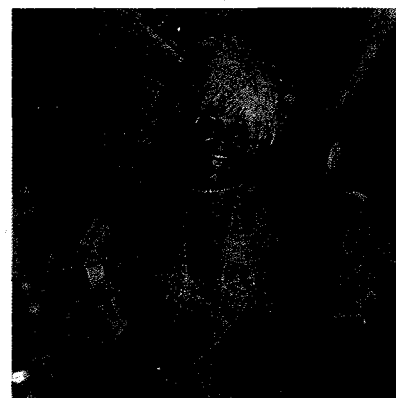
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less than half the normal airfare alone, we're going on a week-long vacation to the fun capital of an entire continent and "the most beautiful city in the entire world" (Richard Halliburton, *Book of Marvels*). This is a famous pearl-pearl city erched by soaring skyscrapers and jungle forests against the blue of the Caribbean, with a warm, colorful, festive atmosphere. We can find our own little slice of the world's most beautiful beaches, a treasure trove of delicious foods, unlimited all-night entertainment, and a lot of beautiful girls from Island paradises. It's only a few hours' air distance from San Francisco to San Francisco, and it's all yours for the price of a plane ticket.

Our trip is planned to include:

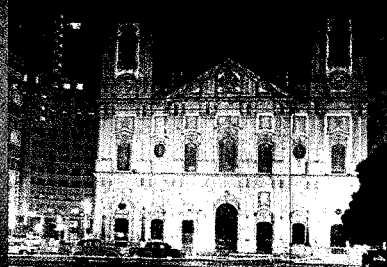
- * Round-trip Jet Flights between the city of departure in the United States and Rio de Janeiro, Brazil, via a large, four-engine DC-8 jet of America's Trans International Airlines, the world's most experienced charter airline, with full-course meals and complimentary beverage served.
- * On arrival in and departure from Rio, round-trip motor coach transportation for passengers and luggage between Rio's Galeao International Airport and the hotel including portage of passengers and their luggage to and from the plane.

[illegible]

A **Samba Widesome Party** for the entire crowd featuring five performers in native Brazilian costume to dance to include the musical Sp

A Brazilian breakfast each morning consists of coffee, bread, fruit or juice, rolls and bread. Check out the menu of fantastic Brazilian





On the way to the Hotel Morim in the city of Ponta Grossa, take the BR-120 road, 5 km. to the left of the road, the Governor's home, Jacapanga, Jacapanga Flamengo and Leitor de Cuias da Glória (residence of the Archbishop), the beautiful Quinta da Boa Vista Park, Morim, and the city of Ponta Grossa. In Rio de Janeiro, and in London, the city of the Lusitanians.

[illegible][illegible]

2000

[illegible]

The House of Representatives has passed a bill
 to give the President the power to remove

A Brazilian dinner one evening at one of the Chiriac brothers' home was a translation of the American steak house experience to sample world-famous Brazilian meat and a delicious meal in a traditional dinner Brazilian style.

A Visit to a Gem-Cutting Workshop, one morning show us the processes which make Brazil the new treasure chest of the world. During the visit, we receive a complimentary collection of gem-stones from our hosts.

Special 2 new kind Discounts have been arranged particularly for Moschino S. A. Rio's most prestigious department store. A chance to save money on the purchase of famous Brazilian leatherware, women's clothing and fashion.

Alvares Bio and a Guide to Bio Writing provides a comprehensive overview of all the biological information to facilitate our plans.

The Services of International Weekends Inc. Personnel are not available to our group for the full week, and the people to advise and assist as we may wish.

"Tax and Service" is included in the trip, meaning taxes, tipping, and service charges in connection with the land arrangements in Rio de Janeiro, including tipping for bus drivers, bellmen, maids, waiters, *maitres d'hôtel*, and tour guides.



right of transportation (on charter flights) in the city of departure in the United States. Side Janeiro, Brazil, transfers of persons (page), on arrival and departure, between airport and the hotel, hotel accommodations, double occupancy basis, for seven nights in anabara Palace Hotel or equivalent, two each sightseeing tours of Rio, a continental breakfast each morning, a welcome get-together group, round-trip passage by ferryboat to an island, one dinner, admission to a gem-workshop, shopping discounts, the service to the group of tour host personnel, and a Service. The phrase "Tax and Service", as used in this folder, means and includes only the tipping and service charges with respect to the included land arrangements in Rio. The portion of the total price for this trip (air transportation, land arrangements, and transportation) and possible price fluctuations are set forth elsewhere on the back cover of this folder. The items enumerated in the first sentence of this paragraph are expressed in U.S. dollars, because International Weekends, Inc. ("Travel Agent") reserves the right, without having to refund any monies to the participants, to alter, change, or make substitutions in the trip, its itinerary, and its features provided such alterations, changes or substitutions do not diminish the aggregate fair market value of what is included in the trip. The price of this trip does not include expenses of passports, items of personal nature such as laundry, telephone, and beverage other than specifically included, U.S. States and Brazilian Airport Departure taxes currently \$3.00 each (for which taxes each participant should be invoiced before departure), or other item not specifically stated herein to be included in the price of the trip.

RESERVATIONS: The price stated on the back cover of the brochure is per person based on double occupancy of a hotel room. Single reservations require an additional charge of \$10.00. **NOTES:** Each passenger is responsible for obtaining and having with him a valid passport certificate of smallpox vaccination issued within three (3) years preceding departure.

BAGGAGE: The amount of baggage on board the aircraft is limited to 10 lbs. of baggage, subject to the further restriction that he have no more than one suitcase and one small carry-on piece. Throughout the trip, the baggage travels strictly at the risk of the participant, and the Travel Agent shall not be responsible or liable for any delay in the transportation of, for any loss of, or for any damage to passengers' baggage (or its contents). Travel insurance is available and recommended.

PAYMENT AND CANCELLATION: The balance of final balance is due sixty (60) days before departure (at which time reservations will be confirmed). Reservations may only be cancelled by written notice sent by registered mail (receipt requested) to the Travel Agent. If notice is received by the Travel Agent no more than sixty (60) days before departure, the Travel Agent will accept the cancellation and refund all monies. If such written notice is received more than sixty days before departure, the Travel Agent will accept such cancellation and refund monies only if the cancelling party finds eligible substitute(s) for the reservation(s) being cancelled.

ELIGIBILITY: Participation in this trip is limited to those persons who, for six months preceding departure, have been members of the organization whose name appears on the front cover of this folder, such members' husbands and wives, dependent children and parents, if living in the same household.

INSURANCE: Ordinary travel insurance is available for those who wish it.



Optional Side Trips

Here are a few of the optional side trips available for purchase.

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A spellbinding evening of the witchcraft Macumba ritual.

JUNGLE SAFARI

A penetrating tour of where the monkeys play.

VISIT TO AN EMPEROR'S CITADEL

A full-day trip to the heights of Petropolis with its beautiful hilltop edifices.

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Special arrangements are available for the lovers of the game.

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Fly to these exciting cities for a day of sightseeing with return flight the same evening.

AFTERNOON AT A "DISNEYLAND"

Lovers of amusement parks will enjoy this afternoon visit to one.

NIGHTS ON THE TOWN

A variety of nightclub tours to the best of Rio.

THIS WAY TO RIO →



MY CHECK IS MADE PAYABLE TO:

Enclosed is \$_____ (\$100.00 per person) as deposit for _____ reservation(s) on the Rio Trip subject to the terms stated in this folder.

NAME (last) _____ (first) _____

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CITY _____ STATE _____ ZIP _____

TELEPHONE (9 - 5) _____ (after 5) _____

I have attached to this reservation application a list of the names, addresses and telephone numbers of those persons for whom I request reservations, and I have indicated in each case whether single or double occupancy accommodations are required.



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Continued from page 9

ough magnificent national parks; or skiing on terrain
at pleases both expert and beginner.

Moreover, as you will quickly discover it is easy to
n a trip to fit modest budget.

Obviously no tour of Sweden would be complete
hout seeing Stockholm, its capital; Gothenburg, the
gest port; or Lund, its charming university city of the
st and present.

Another key area of growing interest is northern Swe-
n and Lapland, the last wilderness of Europe, where
temperature in summer is often 75 degrees or more
d the sun never sets. This is real outdoor country for
ople who want a holiday away from the crowds, a
iday that is, for once, genuinely different . . . where
u will find good but inexpensive hotels, youth hostels,
if you choose, excellent camping grounds.

Malma and Helsingborg in southern Sweden are
hin pedaling distance of scores of old castles and
resses. Nearby is the quaint old university city of
nd. In this charming province of Skane, you will find
untless thatched-roof cottages farms, numerous old
s, and lakes and streams teeming with trout.

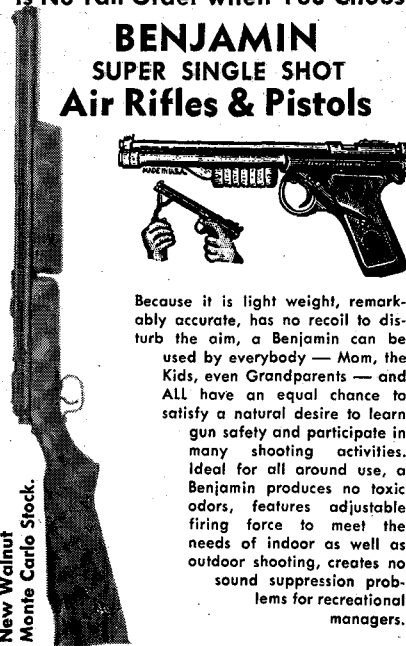
Further northwest is Kalmar with a Medieval castle
ich figured prominently Scandinavia's history. To the
st, the glass-making factories of Orrefors and Boda
certainly worth a visit. And along the coast, there are
nty of beaches for swimming and sunbathing.

Come to Scandinavia, you will be glad you do did". ■

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In that the program operates totally from commissions received from vending, they must gear spending to projected commission receipts. There are, however, certain fixed costs (insurance, taxes, utilities, labor) associated with the ownership of three facilities which cannot be controlled unless portions of the facilities are closed down or liquidated. Contrary to many programs that operate on a fixed budget CRA's program is unique in that revenue is totally dependent upon vending commissions which of course fluctuates in relationship to reductions or increases in employment. This has resulted in financial controls and planning being the primary concern of the Chief of Recreation and his financial committee. The philosophy has been to keep employees informed regarding finances through the CRA Newsletter and continue to seek ways whereby the programs can become self-sustaining.

A most difficult challenge was to develop the primary recreation facility, Missile Park, with employee volunteer labor. Missile Park includes an 18,000 square foot clubhouse with work shops, auditorium, CRA offices, Health Club including saunas, and 12 meeting rooms, two lighted tennis courts, Little League ballpark, lighted softball park, 13 acre grassed picnic area with 1/4 scale passenger riding railroad, merry-go-round, concession facility barbecues and picnic tables, Western town with horse show facilities and numerous pieces of children's play equipment. All labor with the exception of plastering, plumbing and electrical was donated by company employees. The facility took eight years to develop and has been described by many industrial recreation leaders in the Southern California area as one of the finest employee recreation facilities of its kind. The facility was used to host a Western Region NIRA Conference.

A major historical challenge was the merging of two General Dynamics recreation association in San Diego; Convair Division and the Astronautics Division; 4 recreation facilities (3 at Convair and 1 at Astronautics) and 100 club activities (48 at Convair and 52 at Astronautics). The friendly rivalry between the two divisions required a sensitive approach to the management of the combined program.

The most outstanding project was the manner in which Missile Park was developed. Not only was it developed by employees but more importantly, it was planned by employees. Departments within the company were given the responsibility for planning and developing specific portions of real estate with the 27 acre site. This resulted in total employee involvement which of course attributes to the high participation we have experienced at Missile Park.

In addition, it provided an opportunity for leadership on the part of many employees who were responsible for coordinating the efforts of their fellow workers. Members of management and officers of the union found themselves participating in a different kind of common cause for all employees. With this type of total involvement, it's no wonder that the annual plant picnic attracted 13,000 employees and dependents or that an

employee who helped build the tennis court, barbecues planted trees, have a special interest in HIS/HER recreation area.

Over three hundred employees signed a petition directed to CRA expressing an interest in forming a physical fitness program. This resulted in the construction of a physical fitness facility complete with equipment, carpet, saunas, shower for both men and women. The majority of those employees, signing the petition, participated in the development by voluntary work weekends. Today the membership totals 492.

A full-time physical fitness director is on paid staff to coordinate the activity and give professional instruction. Annual membership is \$50.00 as compared to \$275.00 charged by outside groups. The program is self-sustaining, i.e., all costs associated with the program such as wages, utilities are offset by membership fees. The program is unique in that it permits local police and fire department personnel to use the facility during the regular work day. This contributes to the facilities self-sufficiency in addition to causing a utilization during the regular work day of employees and enhances community relations.

Camping has become one of the most popular forms of family recreation in the Southern California area. CRA purchased 86.5 acres in Julian, California, 40 miles from San Diego, and have developed a camping facility which is used exclusively by General Dynamics employees and their guests.

The facility consists of 195 sites employees may leave their trailers at a prescribed location year round. 118 of these sites; six trailers, one A-frame and three cabins owned by CRA may be rented by employees and a 25 meter swimming pool with locker rooms and rest room facilities. Fifteen employees who are ardent campers comprise the master plan committee.

The residents of Julian, California are delighted with our project in that it has brought business into that small community of 3,500 people.

A practical form of leadership development is CRA's Commissioner and club officers selection system. Activity commissioners are appointed annually by the Chief of Recreation. This affords the employee the opportunity to administer all facets of an activity budget, special events, elections, and conduct monthly meetings.

In many cases, Commissioners are not appointed for a second term, thereby affording the same experience to another club member. A Toastmaster Club activity contributes to leadership qualities. A most important area of leadership development is that of each Commissioner being totally knowledgeable of all aspects of the diversified recreation program and being prepared when called upon to speak on any aspect of the program. A basic philosophy within CRA is that it is the Employees Program; therefore, it must function on a volunteer system. CRA's training is "involvement, and involvement generates leadership." ■

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Industrial Recreation Bibliography

New annotated bibliography of all materials related to industrial recreation just completed by Robert W. Coott, and Douglas M. Crapo, Ph.D. The collection consists of over 470 entries each accompanied by a short description. Information is categorized according to subject into 11 chapters. \$2. plus 50¢ postage & handling.

☐
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Dimensions and specifications of more than 70 types of sports arenas, pools, courts, fields, etc., for industrial, school, private, military and public recreation leaders. \$3.50 plus 50¢ postage & handling.

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Everything you need to know about tournaments from organization to publicity, with four to 36 team leagues, eliminations to finals, 36 pages. \$2. plus 50¢ postage & handling.

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\$2.50

Untapped Potential: Industrial Recreation

Illustrated booklet based on a talk given by Frank Flick, President of Flick-Reedy Corp, at the 1971 NIRA Conference where he was honored with the first NIRA Employer of the Year award. Innovative recreation programs sponsored by such firms as Goodyear, Kodak, Xerox, and, of course, Flick-Reedy are illustrated. \$2. plus 50¢ postage & handling.

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new products



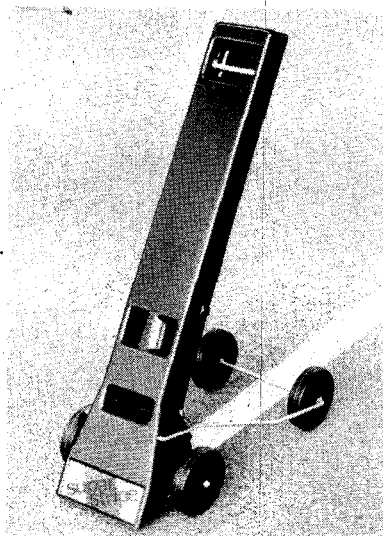
1. key chain

A floating key chain made of soft unicellular foam will keep up to three keys afloat should it be dropped over board by fishermen or water sports enthusiasts. Snow buffs will also appreciate the fact that it stays on the top of snow.

2. driveway lighting fixtures

A unique low level lighting fixture plainly marks hard to see entrances and exit drives of parking lots, recreation areas, schools, athletic fields, hospitals and public buildings.

Besides allowing a driver to see the entranceway in plenty of time to alert the traffic around him, these low level lights emit no blinding glare in the face of oncoming drivers.

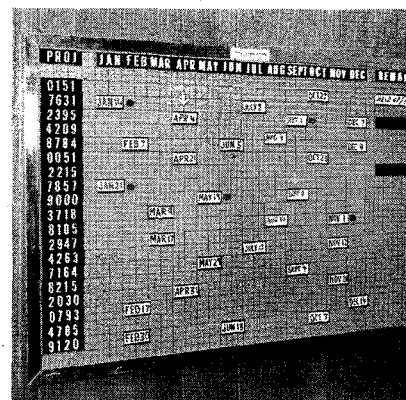


3. marking device

With this easy to operate striper an individual with no experience can lay out baseball fields, football fields, soccer fields, volleyball courts, tennis courts, badminton courts, hockey rings, track events and golf tournaments as well as company parking lots.

The operation is due to a unique aerosol can so there is no set-up or messy clean up. Merely shake and insert the aerosol can; activate it from the handle and begin stripping at walking speed.

The paint does not come off in the rain, also does not hurt the grass and can be used for temporary or permanent marking. Uses minimum storage space, just fold back the wheels and hang it up.



4. magnetic boards

Management at all levels can create their own visual control system with magnetic boards and get a clear perspective of their complete operation at a glance.

Schedules can be changed easily by moving a magnet. Widely used for production schedules, personnel scheduling, vehicle maintenance, class scheduling, tournament listings and game results.

5. giant TV

A giant TV image, five by six feet, can be projected onto a wall, screen or screen from any transistor portable TV with a picture tube up to 10 inches.

A newly developed optical system allows you to easily assemble the projector in one evening, no experience or electrical knowledge needed. No electrical connection to the TV and it can be removed for normal TV viewing.

first aid kit

A lightweight, pocket-size, first aid kit for snowmobiler, cyclist, all terrain vehicle operator and motorist emergencies is now available.

baseball game

A new baseball strategy game for ages gives the action of a real baseball game, no dice no spinners. The entire game is based on strategy the player uses on all plays. The percentages have been calculated on various plays to give realistic results.

As a pitcher you can pitch curves, sliders, fastballs, change-ups and bunt outs. As a batter you can swing at or take any pitch thrown by the pitcher. As a manager you can set up your team any way you wish. Each team has 25 players including 10 pitchers for flexibility.

It comes with players, dugouts, a baseball diamond, score sheets and complete instructions.

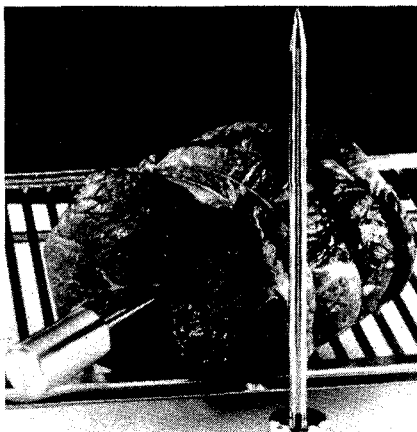


bowling bag

Hardcase bowling bags are for the bowler who puts his bag through hard use.

This impact resistant bag is made of luggage-weight poly-vinyl material. It is scuff and stain resistant. The interior features both shoe

rack and ball cradle. Piano hinges and suitcase-type metal support braces permit easy opening. It also has reinforced edges and chrome locking clasps and unbreakable handles.



9. meat cooker

To cook meat faster with less shrinkage, saving time and fuel, a new, stick or heat pipe has been developed.

The eleven inch stick is simply inserted diagonally through the roast or ham. It is made of stainless steel tubing lined on the inner walls with a capillary wick. It is dishwasher safe.

It works by oven heat boiling the water (hermetically sealed in the tube) to send steaming vapor through inside. Vapor condenses into the wick, releasing "heat vaporization" along the entire tube. The wick carries the fluid back to the handle where it is again vaporized to complete the continuous heat transfer cycle.

The meat cooks from the inside out, as well as the outside in. The center heating causes more complete circulation of natural juices and fat, therefore basting becomes unnecessary and the meat cooks more uniformly.

new products

R/M 10/73

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8 9

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Technicolor Inc. Cover

Gary D. McCormick



Gary D. McCormick, manager of the Salt River Project's PERA Club, Phoenix, Ariz. is the immediate past president of NIRA. He also served as vice president and has been a member of the board for the past ten years. He has been PERA Club manager since 1967, spent two years as a pitcher for the Brooklyn (now Los Angeles) Dodgers. He served as manager of recreation for the Aerojet General Corporation and marketing and sales manager of General Tire & Rubber. He has been on the board of directors of the Blind Foundation and is a member and past president of the Industrial Recreation Council of Greater Phoenix, and a member of the Maricopa County Hiking and Riding Trail Committee of the Maricopa County Parks and Recreation Department.

Fritz J. Merrell



Fritz J. Merrell, employee Activities Supervisor, Industrial Relations Department of Olin Corp., Pisgah Forest North Carolina is a member of the board of NIRA. He is a charter member of CIRA and received a citation for being the outstanding senior director of National Industrial Recreation Association in 1961-62. He is active in many community affairs. Among them are: North Carolina Parks and Recreation Society, American Recreation Society, National Recreation & Parks Assoc., North Carolina State Fireman's Assoc., Transylvania County Community Council, and the Brevard First Baptist Church. He is a member of the board of directors of Transylvania County Recreation Council.

A. W. Porter



A. W. Porter, Manager of Employee Relations for Raytheon Company, Andover, Mass. is a member of the board of directors of NIRA. Prior to joining Raytheon, he owned his own employment agency and worked for an international photographic firm as a regional vice president. He is an active member of many civic organizations. Among them are: Kiwanis International, Rotary International, Community action Council, Boston, Chamber of Commerce Contact Club, YMCA committees, Raytheon Management Club.



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or

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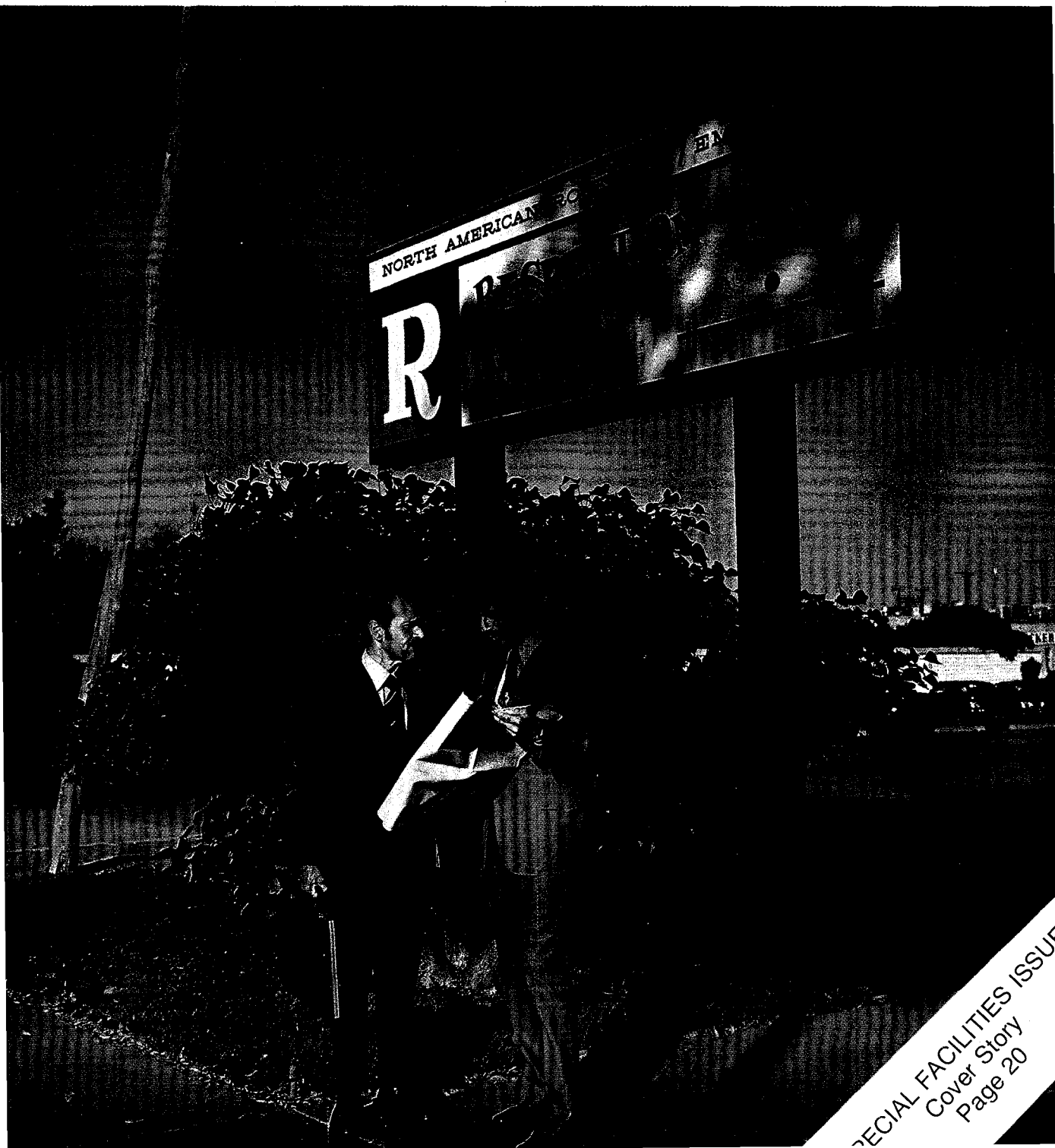


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recreation management

THIS ISSUE:

Amusement Playground Design . . . Saunas . . . Recreation Centers . . . Air Structures . . . Tennis Surfaces . . . Atlanta Conference



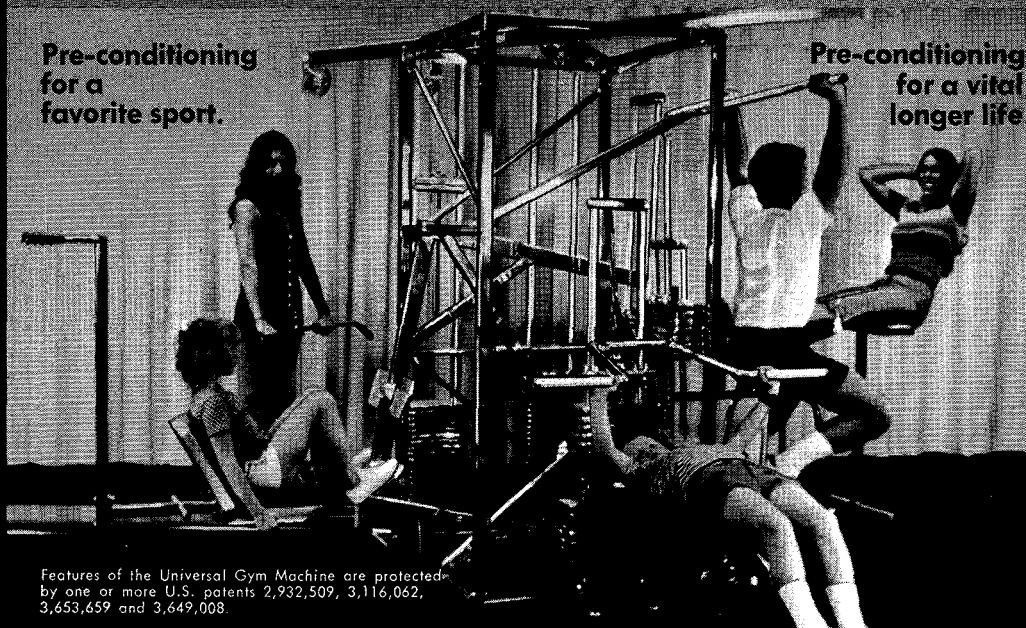
SPECIAL FACILITIES ISSUE
Cover Story
Page 20

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11/73 RM



recreation management

Volume 16, Number 9

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news in brief

Here's to Your Health

The Environmental Health Committee of the Single Service Institute, Inc., New York, has launched a communications program to inform both industry and the general public of the health and environmental benefits of single service products.

Richard Thompson, President of the Institute and Vice President/General Manager of Bondward Division of Continental Can Co., said the program is stressing how use of single service products such as paper or plastic cups, plates, placemats, produce and meat trays and other food packaging and service items, can contribute to good health, making public and private food service operations sanitary, efficient and economical.

Thompson adds that the objective of the program is to give business and industry, government and consumers the information upon which sound environmental decisions concerning single service products can be based.

Permanent Youth Corps Proposed

Bills to expand and make permanent the Youth Conservation Corps have been introduced in the Senate and the House, according to the Wildlife Management Institute.

The Bills, introduced in the Senate by Henry M. Jackson (Washington) and in the House by Congressman Lloyd Meeds (Michigan), would bolster the YCC program to provide summer employment for up to 150,000 young

men and women each year. It would also allow states to participate through cost-sharing arrangements with the federal government for the operation of the YCC program on state lands and by state agencies.

The YCC, established in 1971, has employed about 9,500 young people during the past three summers to carry out conservation work on federal public lands.



Boom in Bikeways

The new "Golden Age of Cycling" arrived when the Federal Highway Act of 1973 allotted \$120 million for bikeways over the next three years. The Bill was passed by both houses of Congress recently and signed into law by President Nixon.

Here are some of the highlights of the new law:

It defines the bicycle as a legitimate user of the nation's roads; appropriates \$40 million per year for bicycle facilities with \$2 million per year ceiling for a given state. An additional \$5 million was authorized for a Department of Transportation study of bicycle safety.

Because of the matching fund provision, on a 30-70 basis, the total bikeway pot can reach the \$200 million mark over the next three years.

A survey by the Bicycle Institute America reveals that there have been more than 250 bicycle Bills in 43 states this year and many call for bikeway funding.

Canoeing Association Offers Information, Monograph List

The American Canoe Association is offering, free of charge, a "Bibliography of Canoeing" and a "monograph list", for canoeing buffs. The bibliography contains addresses of agencies and organizations that publish information of concern to the competent canoeist about map, trip routes and campsites.

The monographs are a series of short articles that provide technical information on "How to Read a Map," "How to Organize a Yacht Regatta", and "Canoe Cooking and II."

To receive copies write to the ACA, Dept. MB, 681 Valley View Dr., Downers Grove, Ill. 60515.

Endangered Species

More Americans than ever before are working to protect our wildlife and to reduce air, land and water pollution that threatens the balance of nature. In accordance with the efforts, Cushman Arms Company makers of BB and pellet rifles, offer a full color 28" by 43" poster which lists 27 species that are on the endangered list.

To get the poster, write the company at Box 355, Newark, New York 14315. Cost is \$1.

Editor's Comment

The rising level of affluence and the drive to sample and upgrade new activities are among those forces shaping the future market for leisure products and services.

With a burgeoning demand for products and services day to fill society's leisure hours, due to increased technology, the four-day work week and the speed of modern living, industry is meeting the recreational needs of employees by offering them recreation programs and services designed to satisfy man's need for cognition, to further better labor-management relations and to erase some of the monotony associated with a working situation.

As the interest in recreation continues unabated in this country, so too will the demand for more sophisticated recreation programs in industry.

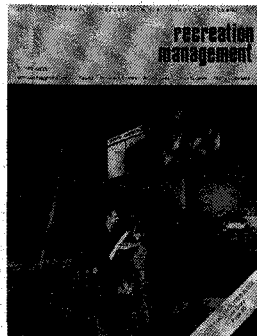
This month's issue of RM is designed to provide the reader with the latest information about the most up-to-date recreation facilities and equipment for those companies which need perhaps more room for recreational programs, or need an easier method of maintenance, or require better facilities, or for those planning to initiate a recreation program for the first time.

To maintain or launch a recreation program, some companies elect to use their own land, labor, ideas and materials, while others go outside the company and hire

professional planners, landscape architects, contractors, builders and others.

Whatever your method, this issue is offering a few helpful facts about saunas, recreation centers, tennis court surfaces, playground design, air structures and much more.

About The Cover



This month's cover features Ken White (right) Employee Services Manager, Rockwell International, and Lou Cecchi, Personnel Director, checking blueprints of the company's multi-million dollar recreation center. The center is one of the most well-designed and inclusive in the country. See story page 20. Photo by Jim Beale.

**More pro bowlers earned more money
in the PBA tour this spring on TV
with AMF balls than
with any other.**



**AMF brings out
the best in you.**

1974 NIRA ANNUAL MEETING

"EMPLOYEE RECREATION— MORE THAN A FRINGE BENEFIT"

National Conference And Exhibit

The 33rd National Industrial Recreation Association Conference and Exhibit will be held in the Southern part of the United States for the first time in the Association's 33-year history. The Conference Committee reports an all-out effort by the Southern Delegation to bring fourth the most outstanding Conference and Exhibit in NIRA's past. The Conference opening ceremony will kick off on Friday, May 17, 1974, at 6 p.m.

Program Content

The Conference Program will have an even balance of program and administrative topics with highlights of management inputs of Recreation and Employee services. Employee recreation is one of the fastest growing benefits for employees and employers. This conference will look at these benefits as more than a "fringe benefit".

Wives And Families

A special program is being coordinated for wives and families with the opening ceremony at Six Flags Over Georgia Park which will be a family night and will, for the first time, involve the entire family in the NIRA opening ceremony.

Post-Conference Tour

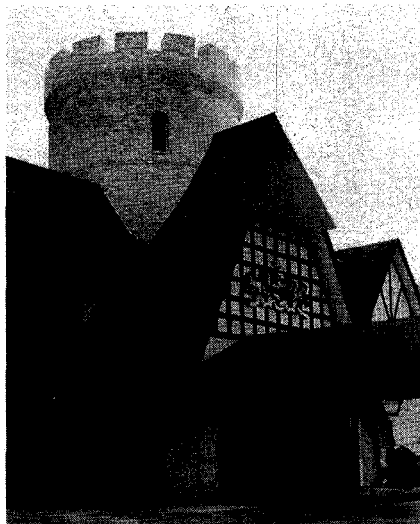
A special executive familiarization

tour is being planned for NIRA delegates and families at an extremely reasonable cost. Details of the tour will be published upon final negotiation.

PROGRAM

Friday May 17, 1974

- 8 AM Exhibitors begin set-up
- 11 AM Registration begins
- 12 PM Special
- 1 PM Committee Meetings
- 6 PM Official Conference Opening and address
Flags Over Georgia
Family Night.



You'll be treated like a "king or "queen" at the Royal Coach Motor Hotel in Atlanta "where out of the past comes a world of charm with all the luxuries of the present."

Saturday May 18, 1974

- 8 AM "Welcome You All" Regional Breakfast
- 9:30 AM Grand Opening of Exhibits
- 12 PM Management Luncheon "Employer of the Year Award"
- 2:30 PM Educational Sessions
- 5:30 PM Exhibit Hall opens

Sunday May 19, 1974

- 8 AM Breakfast
- 9 AM Annual Business Meeting & Election of Officers
- 11 AM Lunch
- 2 PM Educational sessions
- 5 PM Exhibit Hall opens

Monday May 20, 1974

- 8 AM Breakfast
- 9:45 AM Grand Finale of Exhibit and Closing Luncheon
- 2:15 PM Educational sessions
- 6 PM Evening at underground Atlanta

Tuesday May 21, 1974

- 8 AM Breakfast
- 9:30 AM Educational sessions
- 12 PM Awards Luncheon
- 2:30 PM Educational sessions
- 7 PM President's Dinner Dance and closing dinner show

Travel spotlight

Destination France: A Land of Contrasts

By Ivan Damyanoff
Manager of Employee Group Travel
Air France

As modern as her supersonic Concorde transports and yet as ancient as the medieval abbey of Mont St. Michel, France is a nation full of fascinating contrasts. While vacationers sun on the fabled beaches of the Riviera, skiers race down Alpine glaciers just a few hours away. In Brittany, American travelers find scenes reminiscent of Cape Cod, and in the Camargue region of southwestern France they find "full-fledged" cowboys riding to round-up.

Paris, legendary as the city of romance and glamour, has become the hub of Europe, reflecting France's position as the fastest growing national economy on the continent.

Her great department stores and stylish boutiques are crammed with fashionable items at prices, which despite devaluation of the dollar, still compare favorably to those at home. Gastronomic palaces, where gourmet



From the top of the Eiffel Tower visitors can view four other great Paris landmarks—the Arc de Triomphe, Sacre-Coeur, the Louvre and Notre Dame.

meals go on for hours, abound, but so do small, intimate bistros where the food is good and the price is right.

Despite all of its modernistic trappings, Paris remains a city where tradition plays a vital role. Even the busiest businessman takes time to drop by his favorite cafe, enjoy an after dinner walk along the Seine or take a drive out to the magnificent countryside surrounding the city.

To the recreational traveler from the United States, these contrasts serve to make France an exciting place to visit. Very few countries offer as many different pleasures and places.

A traveler could literally spend months exploring the museums, shops, restaurants and sights of Paris without ever completing the task. But three days to a week is enough time to spend in Paris, most because there are so many other places to see.

Beginning in the surrounding areas of the city, for example, there is the magnificent palace at Versailles, built by King Louis XIV. The Champagne district is another spot—a day's trip from Paris.



The Promenade des Anglais, Nice's mile-long waterfront boulevard, is a favorite strolling place for tourists. Palm trees, beach and ocean-going yachts provide a picturesque setting. Nice is the capital of the Cote d'Azur.

continued on page 7

company profile

Dollars that make lots of sense:

By Greg Demko
Supervisor, Employee Activities
Scovill Manufacturing Company

Financing and The Scovill Employee Recreation Assn.

"What does it cost to join your employee recreation association?" a new Scovill employee asks.

At Scovill Manufacturing Company the answer is "nothing."

As soon as one becomes an employee of the company they are entitled to membership in the Scovill Employee Recreation Association.

The reason is simple. Activities are as nearly self-supporting as possible, and are promoted through four organizations: the Rod & Gun Club, Foreman's Club, Girls' Club and the SERA, all of which are State Incorporated and non-profit.

Funds are received from myriad sources. The vending commissions provide profitable income for industrial programming as do the food service facilities housed in the recreation building. Luncheons are served for all-levels of employees and the food facilities are used for banquets, showers, parties and wedding receptions. More income is derived from the employee store which sells most of the Scovill line of products, with more funds forthcoming from promotions, outings, and other company activities, excluding the Retirees and Children's seasonal parties.

A Broad Range of Activities

SERA is responsible for the promotion of a broad range of company activities and for developing and maintaining recreational facilities for employee use.

In developing the recreational

facilities, initially three old buildings were renovated and were used for several years. As activity demands increased, it became obvious a new indoor facility was needed. It was announced that two of the buildings used for recreation were to be demolished because of an expansion program. Building firms were contacted and were asked to bid on the new building. The proposed site for the building was part of a parking lot which was re-arranged in such a way that only one parking space

was lost. Within six months after the company President gave his okay to begin construction the building became a reality.

Today, the main recreation facility houses two offices, the storeroom, kitchen, small dining room and a multi-purpose auditorium with 10,000 square feet of floor space plus a stage. Other on-plant facilities will include a rifle range and executive exercise and fitness room.

Woodtick, the company's recreational park which is a five-minute drive from the main office, contains a 500 foot beach with bathhouse, picnic and play areas, boating and fishing facilities on the Scovill Reservoir, outing area with pavilion and games and outdoor amphitheater with seating for 4,200 people. All facilities are owned and maintained by SERA.

Because Scovill owns most of the facilities, the overall costs are kept at a minimum and the activity cost to the employee is nominal. The company pays for liability, insurance, taxes, heat and lighting.

The company also foots the bill for the use of the SERA hall by departments for meetings, parties and retirements. Activities for which dues are collected, and are consequently self-supporting, meet in the hall on a weekly basis.

Activity is never at a standstill. The SERA and the local rotary club

continued on page 7



Representing the nucleus of Scovill activities are (from left) Russ Gagne, President, Board of Directors, SERA; George Kritzman, President, Foreman's Club; Mae Buckley, President Scovill Girls' Club, and Conrad Sansoucie, President, Rod and Gun Club.

SERA...

Continued from page 6

Sponsor a rodeo each year at the amphitheater. With the help of the SERA Board and others, thousands of dollars from SERA profits are donated annually to the membership fund and the Drug Help Committee.

Other activity goes on at a constant pace at the recreation park which features a day camp for children and grandchildren of employees. The camp runs for eight week periods and includes the entire range of camping activities for 3 a week.

The beach, bathhouses, picnic grounds and parking area are available for employee use for 25 cents. The rates for daily fishing pass and/or a boat are equally low in cost, at 50 cents a day, or a seasonal permit may be purchased for \$3.

For its excellence in employee recreational programming, Scovill won honorable mention for the 1972

Citizen Savings-Helms Foundation Athletic Award for companies with more than 10,000 employees.

Clubs Promote SERA's Activities

The Rod and Gun Club promotes such activities at Scovill as an Annual Banquet and dinner dance, outings, fishing contests and turkey and ham shoots. It also stocks the lake biyearly and purchases and maintains the SERA fleet of boats.

The Girls' Club holds such functions as card parties and fashion shows, Christmas parties for children, bus trips, annual banquets and picnics in utilizing SERA's recreational facilities.

Each year, a Christmas cocktail party, bus trips, outings and an annual banquet are promoted by the Foreman's Club.

All retirees of these organizations are eligible to attend any activity

they desire, and each year they hold their own Christmas party and outings.

Athletics Not self-Supporting

The only department offered which is not self-supporting is athletics. There are no varsity teams, however departmental leagues in all major sports are offered. And these activities are expensive accounting for the costs of the uniforms, equipment, banquets and trophies.

An Open Door Policy

An open door policy is SERA's objective in offering employees recreational programs. New ideas are constantly being sought and tried. Sound financing, management and staffing comprise an unbeatable combination enabling the company to continue to provide the employees with the most complete and dynamic program possible. ■

France . . .

continued from page 5

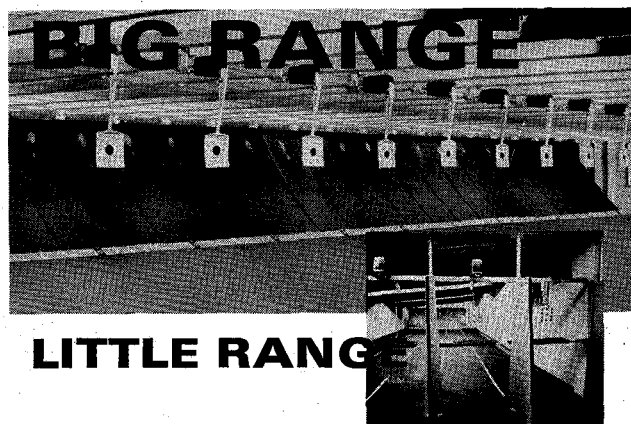
the country that's a stage for the greatest of all dramas—history, romance, glamour

Increasing numbers of Americans are now visiting the Loire Valley with its collection of great chateaux from the golden age of French royalty. Thousands of nostalgic veterans have traveled to the beaches of Normandy, passing along the way to enjoy the handsome countryside and the rich Norman Cuisine.

Winter sports flourish during a nearly six-month season in the high Alpine resorts. A few hours south of the snow-clad mountains, the sun shines brightly year-round in Provence, with its Roman ruins, and the Riviera, with its jet-set resorts.

The wine regions of Bordeaux and Burgundy are especially popular in the fall, when the harvest brings festivals to those little towns whose names have become famous on wine bottle labels.

Devaluation has brought some price increases, but travel to France can still be surprisingly economical. With the wide range of travel services available in the United States, there is no problem in arranging reasonably-priced transportation, accommodations, meals, sightseeing and other elements of a recreational travel package. ■



■ Big or little...the problems are the same. The range can be safe, pleasant and efficient . . . or a maintenance nightmare. Fortunately, whether your range is for police training, municipal recreation, ROTC, club or commercial use, good equipment and expert assistance are available. Our lease-purchase plan eliminates any need to wait. Write for full information.



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associate profile

Team Effort Proves Proper Formula For Successful Planning Consultant Firm

Hugh G. Goldsmith, engineer, and Paul P. Hall, architect, are a team that proves two heads and back-grounds are better than one.

The consulting engineering firm of Hugh G. Goldsmith and Associates, Inc., has for more than 15 years provided planning, engineering and construction management services for major recreational land development projects. Now teamed with the architectural firm of DeHart, Lands and Hall, which for more than 20 years has provided planning, design and construction management services oriented primarily toward large-scale institutional-type facilities, this duet has paved the way for the development of a wide variety of recreational needs. These include golfing, lake development, playfields, skiing, camping, tennis and other related outdoor and indoor activities.

To provide the perfect planning service for recreational directors of industries interested in having recreational facilities for their employees, Goldsmith and Hall can accommodate a variety of needs within a flexible framework for master planning while meeting the requirements of each of its clients.

Services involving Environmental Impact Statements, programming, design and management are well within the scope of their total service capability.

Special attention in planning is directed toward meeting the functional recreational needs of the cliental whom they will serve. This encompasses aesthetics with a mark of quality to develop interest, pride and prestige among the users and orientation sensitive to the natural surrounding.

For any assistance to recreational directors in the formation of their goals, contact may be made with either Hugh G. Goldsmith, President, Hugh G. Goldsmith and Associates, Inc., 501 Lyon Building, Seattle, Wash. 98104, (206) 622-1080 or Paul P. Hall, DeHart, Lands and Hall, 631 Lyon Building, Seattle, Wash. 98104 (206) 682-1925. ■

A B C : Promoting Game for 78 Years

The American Bowling Congress is a watchdog. Not only has it been watching over the rules of bowling and equipment specifications, serving in the best interest of its members since 1895, but through its efforts it has been promoting interest in the sport.

The Congress has several avenues of promotion of its programs, rules and regulations. Its membership in NIRA and displays at the annual convention help further its objectives. The ABC also has a fine free file library covering all aspects of the sport and these files are available to anyone to use at banquets, league organization meetings and at related events.

To keep the general public abreast of innovations in the sport, a newsletter circulated to more than 1,500 newspapers, tenpin papers and magazines are mailed on a regular basis.

In addition to this, the ABC's official magazine, BOWLING, is sent each month to more than 100,000 league secretaries.

An extensive awards program, regarded as a model program by other sports organizations, is responsible for recognizing at least one of each six ABC members each season. There are 4.1 million ABC members competing in organized leagues which gives some indication of the breadth and scope of the program.

Brochures and booklets about the game, such as the History of Bowling, a bowler's manual, are available at a nominal cost.

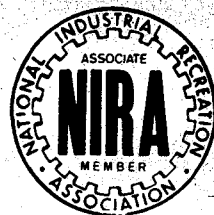
The ABC also promotes each year a tournament that attracts more than 30,000 to the host city. The tournament is held on lanes installed in civic buildings and considered to be one of the best conventions in the country.

The ABC, headquartered in Greendale, Wisc., shares a facility with the Women's International Bowling Congress and the American Junior Bowling Congress. Housed in the brand new structure are a National Museum and a Hall of Fame.

For further information, contact the ABC, 5301 S. 76th St., Greendale, Wisc. 53129 ■



**AMERICAN BOWLING
CONGRESS**



AMF, the Bowling Innovators Bolster Recreation for Company Employees

Survey after survey indicates that bowling is the most popular sport among company employees today. And many companies, such as AMF Bowling Products Group, can boast of not only having been an innovator in this area, but in changing the leisure time habits of all Americans.

The AMF Bowling Products group, a division of AMF Incorporated, is headquartered in Westbury, New York, about 35 miles from New York City. It is one of the world's leading producers of leisure-time and industrial products. It maintains bowling sales, service and manufacturing facilities nationwide.

Since it entered the bowling field more than 25 years ago, AMF has maintained a position of innovative leadership, incessantly developing and refining products and services to serve the bowling public in the best way possible. Thousands of bowling centers are equipped with AMF bowling equipment, many incorporating the newest advances such as Mod IV components and the EasyScore electronic scorekeeping device—both introduced this year.

AMF also boasts one of the most extensive lines of bowling accessories with more than 60 different balls, bags and shoes sold only through bowling centers and qualified pro shops.

The AMF professional staff has such luminaries as all of Famers Dick Weber and Bill Bunetta and Woman bowlers of the Years for 1972 and 1973, Paula Sperber and Patty Costello.

AMF pioneered the development of learn-to-bowl clinics and staff members travel thousands of miles each year to provide expert instruction both here and abroad.

The organization also has been active in the promotion and development of company employee bowling activities through seminars and preparation of specialized operational kits.

For more information on any aspect of bowling, contact Al Spanjer, Director of Marketing Services, AMF Bowling Products Group, Jericho Turnpike, Westbury, New York 11590.

AMF BOWLING PRODUCTS

November, 1973

Hawaiian Holidays Cuts Costs Without Sacrificing Quality

Hawaiian Holidays cuts costs without cutting quality.

Since its inception, Hawaiian Holidays and Worldways Travel Corporation, its affiliate, have taken a professional approach to travel by insisting that every member of its staff has several years of experience in the travel industry as well as firsthand knowledge of the major resort and sightseeing areas throughout the world.

Its record speaks for its success! A leader in its field, Hawaiian Holidays boasts 16 years of experience in providing pleasure travel to the general public plus travel programs for recreational groups.

Costs are kept at a minimum, because of the firm's size—there are headquarters in Hawaii, Los Angeles, San Francisco, Las Vegas, Tokyo and London,—and because of a close association with various airlines and top hotels which keep down prices while insuring the best quality.



Here are some examples of the company's low cost/high quality service. A hard to beat travel bargain is the one-week charter package to Hawaii via American Airlines for as little as \$318 including roundtrip air fare from Chicago. Participants have seven nights at the Sheraton Manor in Waikiki, flower lei greeting on arrival, sight-seeing, welcome party with entertainment, transfers and baggage handling plus the services of the company's own Waikiki-based staff of escorts.

Among the business organizations which depend on Hawaiian Holidays/Worldways Travel Corporation for their travel programs are GAF, International Life Insurance, J.C. Penney, Scovill Manufacturing Co., Lehn & Fink Products, Prudential Life Insurance, Pratt-Whitney and Union Carbide.

For further information on the tours write Hawaiian Holidays/Worldways Travel Corporation, 500 Fifth Ave. New York City, N.Y. 10036.

Recreation Fitness Center: Blueprint for a Successful Operation

By George E. Otott
Fitness Center Director,
Universal Athletic Sales

In industry there is an axiom that states nothing is more important than helping the industry or professional group prepare for the future before it arrives.

This is the purpose behind good planning. And planning is necessary in making sure that the proper design and construction are used to insure successful operation of a Recreational Fitness Center for executives or the employees of any business or industrial organization.

The term "Fitness Center" is used to define a facility that is more than just a gym or a room with exercise equipment. A Fitness Center is an area or a room with exercise equipment specifically utilized for physical conditioning and recreational exercise programs. And it becomes much more through proper layout, design and operation. These are the important elements which will rapidly determine whether the Center will be a success or a flop. If engineered correctly, it can be successful and provide a significant contribution to employer-employee relationships, increased productivity and improved health for the individual user.

The erstwhile mentioned elements are what most companies will spend a substantial portion of their income for every year. The economics of a successful Fitness Center will, in most cases, provide relatively high benefits for a minimum, one-time expenditure.

The following information has been substantiated. It is directed primarily to the employer and to his industrial recreation staff as a blueprint for the planning, design, construction and operation of a Recreational Fitness Center that works.

A Blueprint for Planning

Principal aspects to be considered in the development of your Recreational Fitness Center include: (1) Space Requirements; (2) Equipment Selection; (3) Layout and Design and (4) Operation, to include service and maintenance. Although various segments of these aspects must be considered concurrently, they should be programmed in the following order to facilitate the planning and development of the Fitness Center.

A. SPACE REQUIREMENTS—This usually depends entirely upon what space can be made available and what amount of space will be required for the anticipated number of users. In addition to the Fitness Center or exercise room, you may also want to plan for sauna facilities and/or shower and locker room areas.

For the Fitness Center, the area or room size should never be less than 15' x 20' to accommodate the necessary equipment and a maximum of 8 to 12 individuals. An area of 20' x 20' or preferably 20' x 25' is recommended for a small Fitness Center and could accommodate a peak load of approximately 20 individuals if properly equipped. A sauna would require an additional 60 to 80 square feet including a small relaxing area. Lockers and showers could easily require an additional 300 to 400 square feet. The additional facilities are desirable in order to compliment the exercise area and provide a more convenient and enjoyable facility.

B. EQUIPMENT SELECTION—This is a most important aspect which is frequently underrated in the planning phase. Here are the factors that will tell you precisely the type and amount of equipment you should have.

1. **Type of User**—You must plan for the kind and number of individuals who will be allowed to use the exercise room. If both men and women are involved, you may want separate facilities for each, although the trend is to provide a common exercise area in this age of liberation. Another alternative is to designate specific times, or days, for men and women. The major drawback here is that this restricts, and may even severely limit, participation for certain users whose only available time may be at the wrong time for their sex! Remember also, that more than half the participants at most commercial health clubs are women.

Some Fitness Centers must, of necessity, be limited to individuals at the executive or managerial level because of the large number of employees. However, the employee at the managerial level is usually the type that needs and will use recreational facilities the most. From an individual standpoint, these are also the people in whom the company has its large investment. Fatigue and lethargy, which are frequently the result of lack of proper exercise, can easily cost a large company the price of 100 Fitness Centers.

2. **Quality**—In exercise equipment as in most manufactured goods, the best and most economical buy is quality. The replacement and mainte-

nance cost of inferior exercise equipment is many times greater than the cost of quality items. Poor quality equipment that is constantly breaking down or in need of repair will discourage the user who must depend on regularity in his workout program for results.

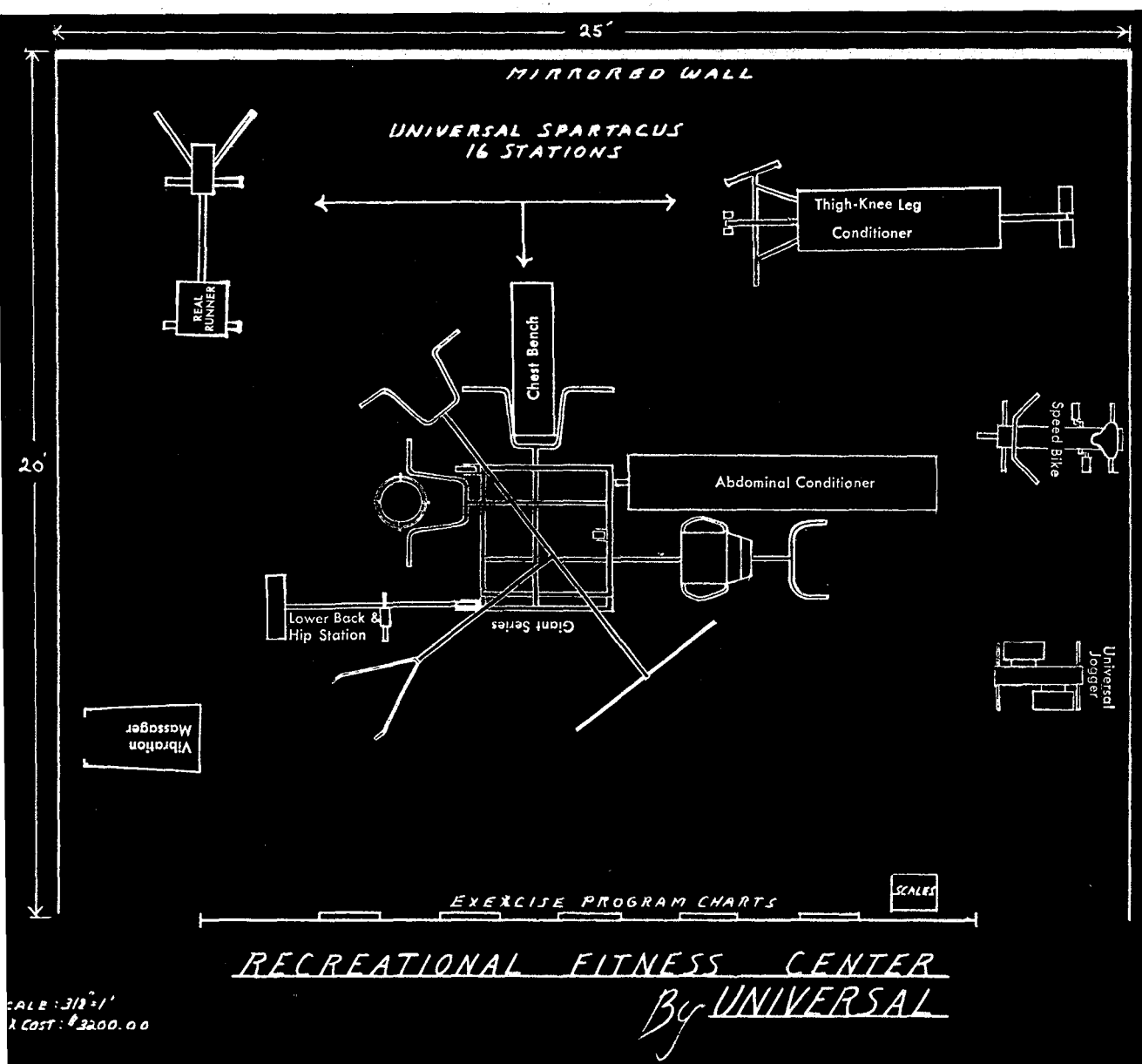
Make a thorough check of the manufacturer's reputation for quality and durability before you purchase any equipment. Check with those who use the equipment you are considering. This might include high schools and colleges, coaches and athletic trainers and commercial health clubs, YMCA's and other industrial organizations who have established Fitness Centers. Also, try to make sure the equipment has a strong guarantee and that the manufacturer will live up to the guarantee.

3. **Safety**—Potentially hazardous equipment should be eliminated. This is especially important for those Centers which do not employ an exercise or training instructor. Such equipment would include barbells and other heavy free weights,

that require training and experience to utilize properly, and chain and sprocket weight machines with exposed gears where fingers may be mashed or mutilated by the inexperienced user.

4. **Versatility**—The equipment package should be versatile. It should provide the proper equipment for exercising all muscle groups of the body and for improving cardio-vascular as well as muscular fitness. This means your Center should include items for repetition exercise such as exercise bicycles, joggers, treadmills and Real Runners as well as weight resistive equipment, either plate loaded or hydraulic. Keep passive equipment, such as vibrators and massage rollers at a minimum, since they provide few fitness benefits. They do provide some circulatory benefits and can help to relax tired or aching muscles and should be included.

continued on page 12



This is an architect's rendering of a typical layout for a fitness center showing actual installations which are considered ideal.

5. Practicality—The equipment you select should not be too sophisticated to be used. It is most desirable that programmed instruction be furnished with the equipment that can be readily assimilated by the uninitiated user. Otherwise, the user will either become discouraged, not knowing what he is doing, or he will be afraid to use the equipment.

6. Motivation—This final aspect can be the most important of all. There is not one person in 10 million who could effectively exercise by running in place because he would probably get bored and give it up after a few days. Calisthenics offer little better motivation. Your equipment must motivate the potential user to use it. This means that it must not only be capable of producing results, but should be fun to use and offer a variety of ways to challenge the user's ability to improve his fitness through tangible results in improvement of strength, endurance, flexibility, physical appearance or weight adjustment. Motivation is also greatly enhanced by the operation of your Fitness Center. If it is not available when you can use it, or maintained properly, the motivation of the user may be adversely affected. He may reach the point where he will not want to go through the hassle required to use the Center.

7. Cost—As indicated in the foregoing, equipment cost is minimal for a well appointed Fitness Center. Your equipment cost can vary from \$2000 to \$4000 for a complete package. For very large installations in excess of 600 square feet, the cost should average about \$6000 to \$8000. You can increase your cost by up to 50 percent if you desire the polish chrome finish on all equipment. A sauna (6' x 8') will add approximately \$2,200 to your cost, and lockers about four to five hundred more.

C. LAYOUT AND DESIGN—Most equipment manufacturers will provide a scaled drawing showing their recommended equipment layout. You should require this to insure the equipment does not crowd the room and there is no unnecessary duplication of similar items.

The floor covering should be a good quality carpet, preferably short weave, to aid in noise reduction and to provide the most attractive setting. It is also desirable to color-coordinate the upholstery on the equipment with your floor carpeting. There is usually a small additional charge for such "decorator colors" but it is well worth it.

At least one wall of the room should be mirrored. This is normally done with six foot mirrors raised about 18 inches off the floor. To increase the attractiveness of your room, run the carpet up the wall to the bottom of the mirror.

It is very important that the room be well ventilated and have plenty of lighting. Colors should be bright and cheerful. Windows, for natural light, are desirable.

D. OPERATION—The operation of your Fitness Center will determine how successful it will become. If

possible, provide some expert instruction either on permanent or temporary basis. In most areas there are capable individuals who could be retained for a few hours each week to provide instruction for individuals or groups. Physical education students attending a nearby college are good to contact. In the absence of an instructor, exercise program training charts are a necessity from the standpoint of safety as well as instruction. Be sure these are available and are designed for the equipment you are planning to purchase.

Next in importance is convenience. The exercise area must be convenient to the user. Except for certain executives who can manage their own time, the most popular hours are during the lunch period and just before and after working hours.

At the executive level, you will not lose one iota of productivity by allowing your key personnel to use the Fitness Center for three or four hours each week during working hours if they cannot conveniently use it at other times. Encourage them in every way to make good use of it. Your concern for their welfare will enhance the appreciation of the company and employer, whether they make use of the Center or not.

Finally, be sure that the equipment is always properly maintained. As indicated previously, the best way is to outfit your Center with quality equipment. I would suggest if you are an employer or recreation director who may be planning a Fitness Center, that you use a copy of this article as a checklist for planning your facility.

If additional information is needed, write the NIR headquarters, 20 N. Wacker, Chicago, Ill. 60606. ■



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How About A Caribbean Holiday For Your Employees?

NATIONAL PRIZES



Grand Prize

The National Champions (one pair) will receive a one-week expense paid vacation to the sunny tropical Caribbean paradise. The grand prize winners will enjoy luxury hotel accommodations and travel, compliments of NIRA. The trip to the West Indies will be a most memorable vacation for our top bridge players in North American industry. It's quiet; it's loud; it's coconut palms; it's underwater reefs; it's sun; it's sand; it's elegance, and it's easy living—which combined make this vacation the greatest of grand prizes. The prize has been donated by Air Jamaica.

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Nov. 15, 1973

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Postmark deadline is 4 weeks prior to tournament.

Tournament Period:

Thursday—November 1, 1973, through

Thursday—January 31, 1974

Postmark deadline for receiving local tournament results:

Wednesday—February 6, 1974

Release announcement of winners to member companies and NIRA:

Friday—February 15, 1974

If you need further information or application blanks and you haven't received them in the mail

clip and send this coupon to:

**Mr. Thomas Watters
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National Industrial Recreation Assn.
20 N. Wacker Dr.
Chicago, Ill. 60606**

REGIONAL PRIZES

18 — 1st place prizes



Each Regional Champion will receive a beautiful "Treasury", compliments of the Flick-Reedy Corporation. The feature of this magnificently produced book is American art, more than 300 examples of it. Almost half of the reproductions are in full color which the reader will see at a glance are amazingly similar to the originals. The author, whose Doctorate of Fine Arts is evident throughout his commentary, gives the reader the background of the various periods of American art, ranging from the early primitives and paintings of the Hudson River School to the Regionalism and Abstract expressionism of more recent years. Retail value is \$25.

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nira news

eight low cost travel packages

Maritz Travel announces eight new charter travel packages which offer several advantages and economies for incentive and approved affinity groups.

By May, 1974, these trips will operate regularly to Madrid, Mexico City, Acapulco, Dubrovnik, Paris, London, Jamaica and Hawaii. And any group may select its own departure city.

Land packages also provide all basic essentials—rooms, airport transfers, sightseeing, baggage handling and so forth. Activities can be added to meet any group's requirements.

The packages are commissionable to travel agents.

For further information, contact Ruth James, Maritz Travel, 1375 North Highway Drive, Fenton, Mo. 63026., or phone (314) 938-4000.

Holiday Inns, Inc announces 'mini' trav-l-park concept

Holiday Inns, Inc., announces a new accommodations concept known as 'Mini' Trav-L-Parks. The concept calls for the construction of 30 to 50 recreation vehicle rental spaces and a comfort station at Holiday Inns which have three to five acres of additional property adjacent to the Inn, according to Dave Smith, Director of Trav-L-Parks, a national system of recreational vehicle campgrounds launched by HI, Inc., in 1970.

Each rental space will contain full utility hook-ups and a picnic table. The comfort station will have rest-room, shower and laundry facilities.

UN Day holiday: a tradition at McDonnell Douglass

United Nations Week, a tradition at McDonnell Douglass, was held recently as a paid holiday for all of the company's more than 80,000 employees in all plants from coast-to-coast. The holiday preceded by two days the actual 28th anniversary of the founding of the UN.

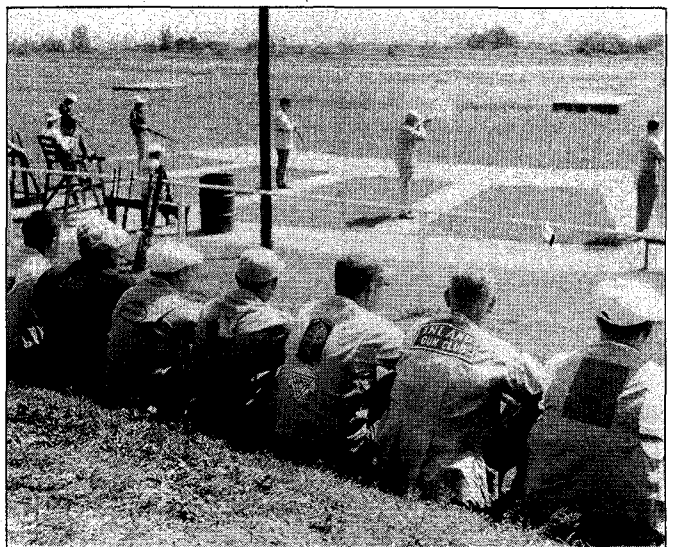
On the West Coast, after a 13-hour day at Disneyland, a host of UN holiday activities was arranged by recreation departments for personnel at McDonnell Douglass-West and their family members.

For St. Louis employees and their

families, a record schedule of 30 events was arranged by MCAIR recreation department. Included was a weekend flight to New York to visit the UN. The McDonnell Planetarium in Forest Park, St. Louis, presented star chamber shows, and for the fourth consecutive year, a model session of the UN General Assembly was presented as 150 area high school students who are members of the St. Louis area model UN Federation participated. This is the largest student-directed UN of its kind in the country.

UN menus were featured at all MDC cafeterias during the week. At MDC-West, the fare consisted of traditional dishes of Africa, China, Germany and Mexico.

PHOTO OF THE MONTH



It's hunting season again at Armco Steel Corporation, this month's photo winner. NIRA members are encouraged to submit black and white glossy photos to Recreation Management, and each month the out-standing photos will be selected to appear in the magazine. In addition, this will help us build up the NIRA photo library.



ne on one

A first for Linda Frost happened recently.

During match play in the Johnson Tax Women's Golf League, Linda hit a hole-in-one at the Ives Grove course in Racine, Wisc.

Miss Frost, a senior secretary in the company's International Marketing Division, got her ace on a 25-yard par 3 by using a five iron.

The hole-in-one was not only her first, but the first for a woman in Racine thus far this year.

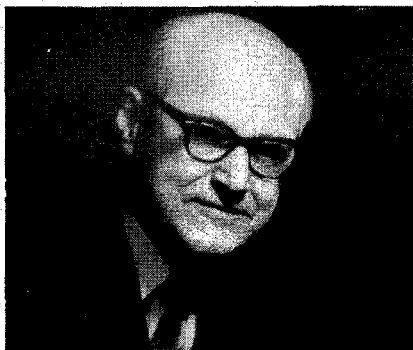
Even more noteworthy—Miss Frost has been golfing for only three years.

Flick-Reedy president speaks at physical fitness conference

Frank Flick, President of Flick-Reedy Corporation, participated in a panel entitled, "What Some Companies are Doing for Physical Fitness." He addressed himself to the topic, "Motivating Your Employees to Build Fitness With Exercise."

Flick's invitation to appear on the program came as a result of his company's leadership in the field of industrial recreation with emphasis on that kind of recreation which is designed to minimize the danger of heart attacks and other ills attributable to sedentary living and obesity.

Flick-Reedy Corporation has twice won the Helms Award from NIRA for its pre-eminence in the field.



Frank Flick

nira photo contest ends december 31

The 1973 NIRA Photo Contest ends Dec. 31, and has two categories, black and white and color.

Information contained in the brochure sent to all members about the contest, should be handed out to company employees as soon as possible.

If additional brochures are needed, contact NIRA headquarters.

The brochures are available at \$5 per 100 copies, which includes postage and handling.

NSGA president sees changing consumer attitudes in '73

E.J. "Ned" Hamilton, president of the National Sporting Goods Assn., suggests that U.S. consumers have increased their spending power for sporting goods since World War II, and with this increased spending has come sophistication and selectivity in purchases of sporting goods products and services.

Today's leisure consumers, he adds, are demanding and getting better quality sporting goods every year.

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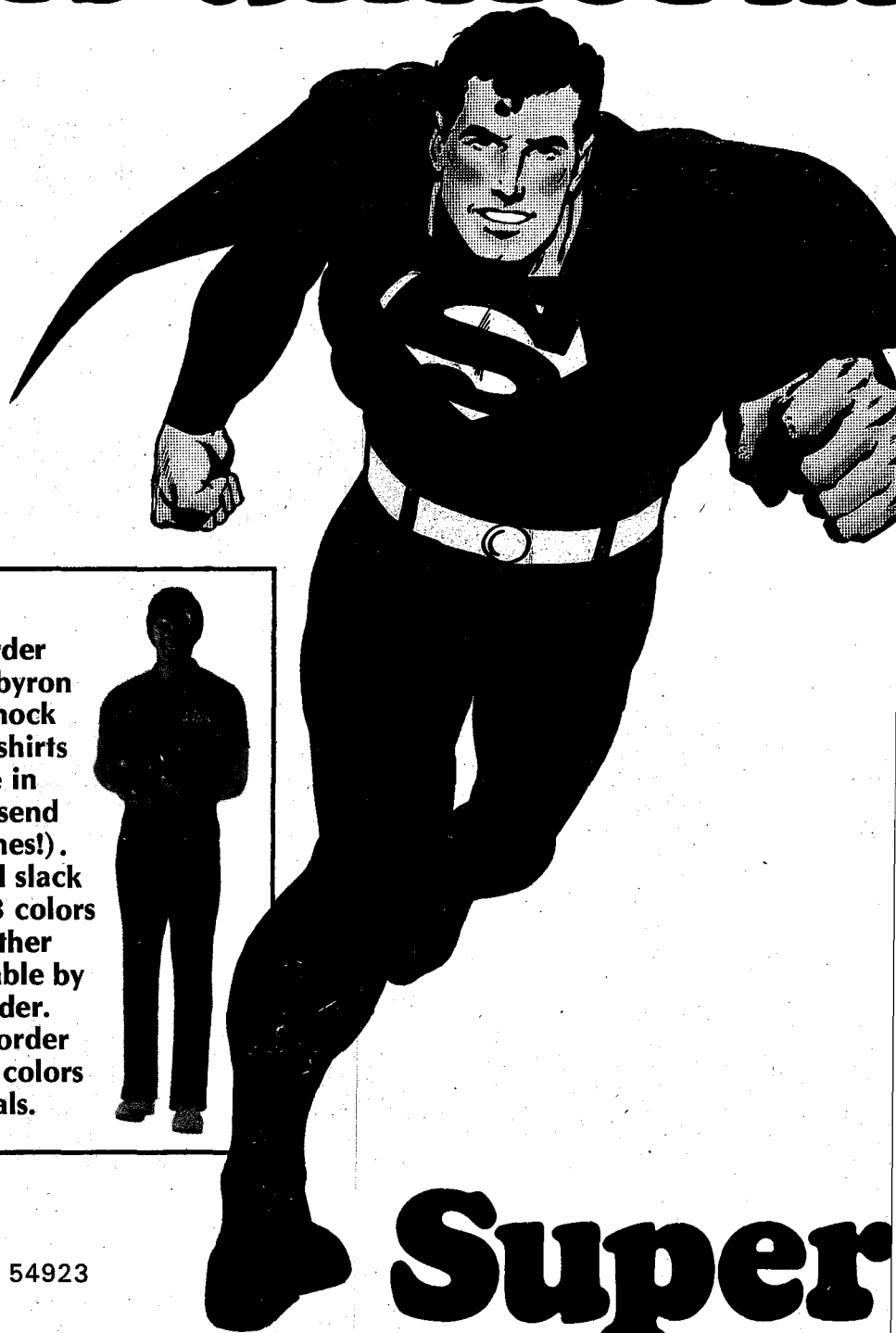
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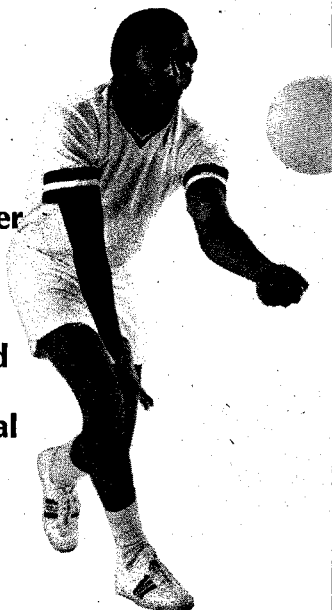
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This super SANDAIRE shirt is stocked in 26 colors (send for swatches). The pant is stocked in three colorful pinstriped combinations plus solid GOLD or WHITE.



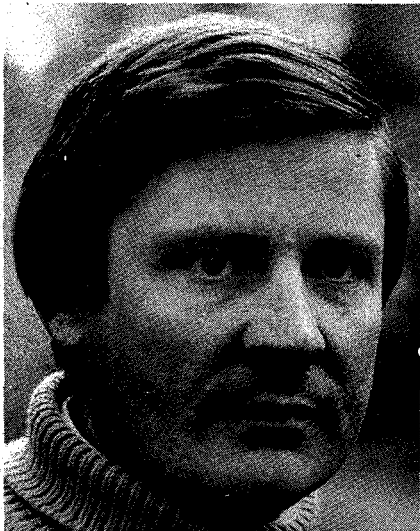
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The Serious Business of Erecting the Optimum Playground

A well-designed playground is a grouping of equipment arranged to appeal to certain age groups



**By Carl J. Schneider
Kotz and Schneider
Landscape Architects**

We hear too often today that the family no longer participates in activities together.

This might be changed if recreational requirements for children and adults met in a common area.

As adults everywhere are getting more involved in recreation in ever-increasing numbers, it is not uncommon for the parents to go off to play golf or tennis while the children are left at home with a babysitter.

Wouldn't it make more sense to have a well-planned playground adjacent to the adult-oriented activity so children and parents could both participate in activities in proximity to one another?

This is especially important in industrial recreation where the modern trend is to fulfill the recreational needs of the entire family.

Most industrial recreational facilities include the following: a pavilion, ballfields, picnic facilities, tennis and basketball courts. An excellent addition would be an imaginative playground; something with enough facilities to maintain a child's interest for long periods of time.

A playground can be a natural appendage to recreation building or part of an organized day care center, thus providing a balance between indoor and outdoor activities and between quiet activities and lively active play.

A Well-Designed Playground

A well-designed playground is a planned, organized grouping of play equipment carefully arranged to appeal to certain groups. The playground should not be comprised merely of swings, slides and teeter-totters in the middle of a field, but should be an attractive, well-thought-out area that constantly challenges and stimulates children. Equipment should be imaginative, yet should allow the child to use his own imagination to create and solve problems.

Different age groups have different requirements and it is usually best to create pods, or separate areas

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continued from page 16

ity areas, each designed for the optimum motor and psychological development of the age group involved. Smaller children, ages 3 and 4, are content to play by themselves. They are attracted to sand and water areas where they can fantasize by building sand castles, ponds and lakes. They also like small enclosed spaces that they can make into shops, homes and schools. Since children of this age group are still attached to their mothers, a small sitting area should be provided where parents can usually sit and watch the children play.

As children grow older, and develop better balance and coordination, they tend to become more aggressive, to seek playmates and play games with rules. These games can include circle and jumping games, marbles, catch and hide-and-seek. A hard surface should be a part of this play area, allowing for more mobility and challenge. Play equipment might include tire swings, rope ladders,

chain nets, rings, slides, a sliding pole, balance beams, rolling logs and cable bridges. The child is not told how to play with such equipment; his imagination is free to innovate his activities.

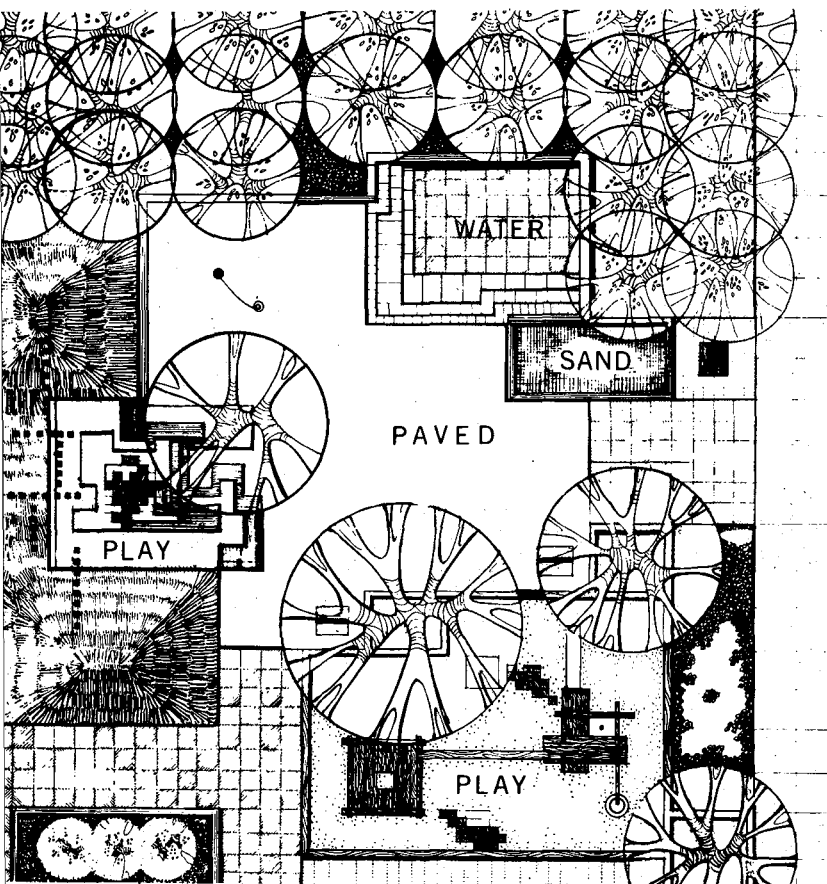
Material for the Surface

The material most widely used as a play surface in the past was **TURF**. This is probably the least expensive material; however, it is one of the poorest. If used a great deal, the turf surface will be ruined within the first month's use. The result will be an unsightly muddy mess.

SAND OR A SAND-CLAY mix is another popular material. This material not only acts as a soft cushion under the equipment, but it is also an integral part of the play equipment. It can be tunneled into, wrestled on, and pushed around, at the sheer enjoyment of any child. The biggest problem with sand is maintenance. It should be kept within a curbed area and the elevation of the sand should be lower than the surrounding areas, enabling it to



A well-thought-out play area stimulates a child to use his imagination to create and solve problems.



The diagram maps out a well-designed playground. The round circles represent trees and bushes; the squares denote a hard surface; the brush strokes indicate low-profile shrubbery, and the water, sand, paved and play areas are labeled.

be swept back into the pit easily. Another great problem with sand is broken glass, which is hard to remove. Only a well-maintained area should have a sand surface under equipment.

ASPHALT is the most popular material for the game areas since it is relatively inexpensive, can be laid to almost any contour or shape and can be brightly colored. It can be used under play equipment however, it is a hard material and causes injuries when children fall.

TANBARK AND SHREDDED BARK have been used, but with these materials comes a maintenance problem. They are dirty and can burn if very dry.

RESILIENT PAVEMENTS, which are basically asphalt with a rubber, cork, or fibre filler, have been used successfully. These materials have a rebounding surface and can be colored. Like asphalt, the material can be laid to almost any contour or shape. The cost of resilient pavement is about three times that of asphalt paving.

One of the newer and more successful pavements is **synthetic**

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Management's role in recreation at Rockwell

Rockwell International, formerly North American Rockwell, has been a pioneer throughout the years in research, in engineering, in marketing, in management techniques and in manufacturing. And industrial recreation is no exception.

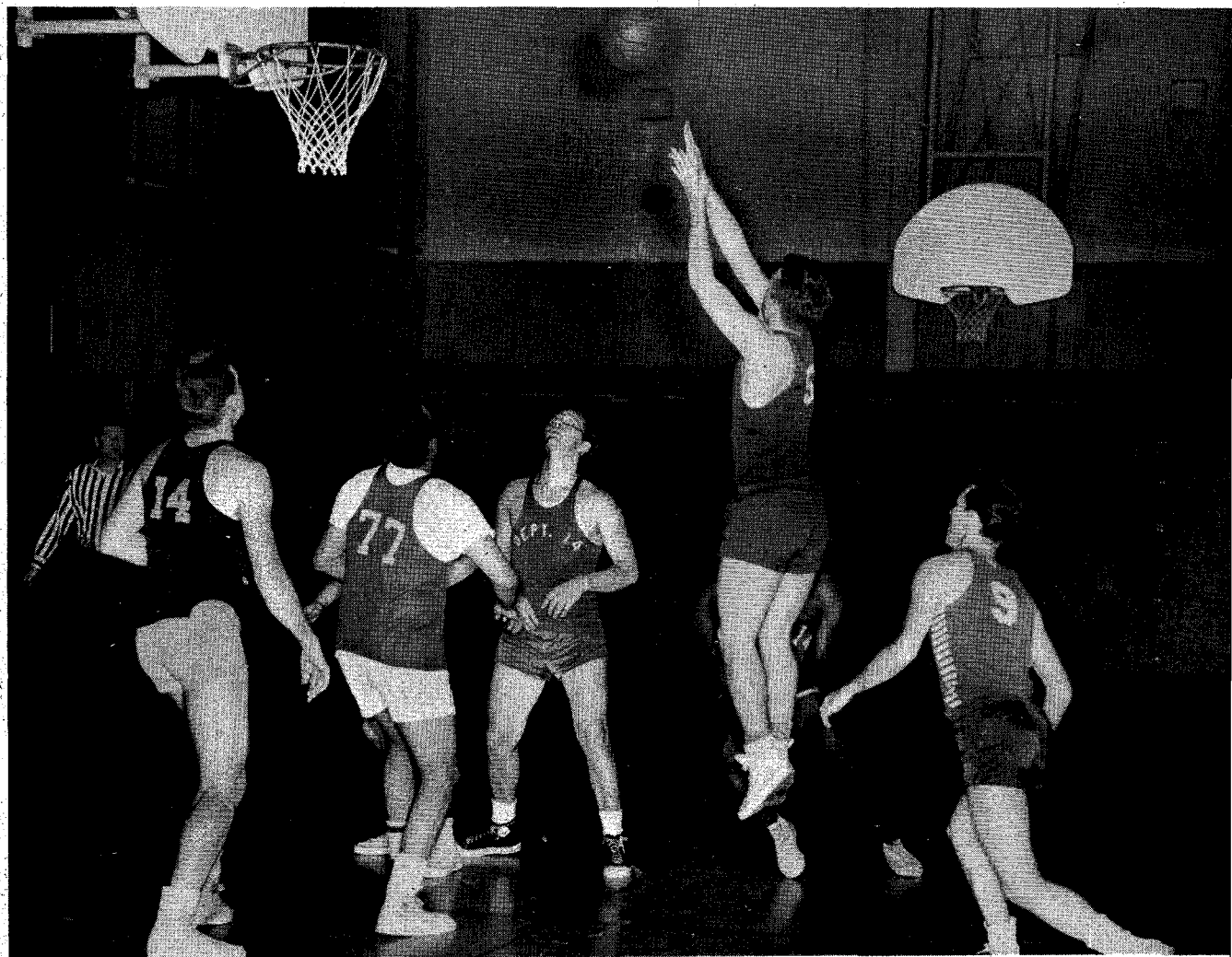
As our country continues to experience a tremendous surge in leisure time activities, we can anticipate even greater increases in the

years ahead. Now and in the future, it will be management's responsibility to see that these leisure hours are profitable not only for the benefit of the employees of Rockwell International, but for the benefit of all employees throughout this great nation.

Industrial recreation has become a reality at Rockwell due to top management support which has

continued unabated for many years. Throughout the years our company has become convinced of the importance of industrial recreation for enhancing our overall employee morale and productivity.

Rockwell's recreation program was conceived and initiated back in 1937, as part of the personnel department of the company. In a large



Basketball activity and physical fitness are popular events in Rockwell's own gymnasium. Several other recreation buildings house the many club activities at Rockwell Park.

by

L.F. Cecchi
Division Director
Personnel
Rockwell International

and

K.E. White
Manager
Employee Services
Rockwell International



The East Grass Mall... the "perfect" place for Rockwell International's boys baseball school. The grass area is behind the company's recreation center.

ustrial concern such as Rockwell, the personnel department handles a prodigious number of activities. Primarily because of size, we are able to specialize and set up functional groups within our personnel department, which includes staff to administer recreation programs and to provide other services to management.

This country has come a long way since Rockwell launched its recreation program. Today we have shorter work weeks, technological advancements and the increasing prosperity among individuals in the U.S. And industrial recreation has been making parallel gains.

The Ever-Increasing Importance of Management's Role

Since recreation is big business and good business—and since we believe that industry plays a vital role in recreation—it is reasonable to assume that management responsibility is significant. No human activity since the beginning of man has long survived without good management. Arnold Toynbee, the great English historian, informs us that out of the 20 great civilizations of man's history, with one exception, they have all fallen from within—without—a clear indication of man's inability to manage. If we look at some of the largest corporate losses in American history, we see behind those losses poor management. Industrial recreation programs and activities require not only facilities, plans, and money, but good management technique and perhaps even more important, management support. It is imperative that those of us that have the responsibility for recreation in their company—(1) es-

establish objectives, (2) provide good program control, and (3) insure that management support at the highest level. Without these ingredients, the finest recreation program will not survive—just as in any other business.

Rockwell views industrial recreation as a vitally important activity, one aimed at enriching the working life of employees in every job at Rockwell. Our experience has proven to us that a sound active recreation program definitely promotes good employee relations and also benefits the corporate body, by developing company loyalty and building morale.

The Birth of a Recreation Program

In the 30s, 40s, and 50s, an industrial firm's recreation program consisted of mostly athletic activities! A great deal of emphasis centered around semi-professional competition. North American was no exception. It was not uncommon for entire softball teams to be hired by a department manager. In fact, if you were an exceptional pitcher, you had the best job in the department!

During World War II, the softball/baseball programs at NAA accelerated to over 120 teams. As other local aerospace firms experienced this growth, local communities were hard pressed to supply facilities. North American, to lessen this strain, purchased in 1945, a 20-acre bean field adjacent to its

manufacturing plant and turned it into a park with a field house, showers, picnic area and many softball and baseball diamonds.

As North American grew during the 50s and 60s, management added a park and recreation center at the Rocketdyne Division in Canoga Park, Space Division in Downey, Autonetics Division in nearby Orange, and the Columbus Division in Ohio.

Our programs have also expanded and changed complexion through the years. For example, at the B-1 Division, athletics activities now amount to approximately 25 percent of our participation; club and social programs - 50 percent and the fastest growing area, "physical improvement" - 25 percent.

Our recreation activities are big business, and require good management. At B-1 our \$9 million park and recreation facility serves approximately 13,000 employees and their family members.

Average monthly participation is over 30,000. We have 30 organized clubs participating with 4,000 members. We have over 100 organized athletic leagues and our physical improvement program, where we have recently had our greatest growth, averages 7500 participants monthly.

Departmental parties, picnics, and social outings are well attended. In fact, our annual sports & hobby show, which culminates all the division's recreation activities, including recognition to some employees who are not in a formal program, involved over 1,000 participants and over 20,000 attended the event.

Providing and maintaining these facilities requires rather extensive financing. We are fortunate at Rockwell in having our total recreation program financed by management. Funds are drawn from the division's general fund and deposited with "Rockwell Aid" which is a separate non-profit corporation responsible for the administration of our recreation and welfare programs. Walter P. Capp is the current president of Rockwell Aid, replacing Ken Kellough, NIRA president, 1968 who passed away a few years ago.

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BRINGING YOU TO THE SURFACE

Choosing the right tennis court surfacing is difficult and important: but the proper help is available.

Like masters of the more exalted arts, you can succeed in turning an ordinary tennis facility into something special with a little imagination and a little information about how to surface the court.

With all the choices available, however, often the selection of the right tennis court surface to fit your needs seems overwhelming.

The court builder must consider, in selecting the surface—suitability and durability to local conditions, play action, comfort, maintenance requirements and longevity.

A degree in chemical engineering is not what's needed, just a few facts at your fingertips.

According to a recent article in *Tennis Trade Magazine*, one source of invaluable information is the U.S. Tennis Court and Track Building Association, formed in 1965 and comprised of specialty paving contractors whose predominant business is the installation of tennis courts and running tracks to exacting specifications.

Just write the Association, 1201 Waukegan Rd., Glenview, Ill. 60025 and they will distribute, at no cost, specifications for the construction of tennis courts and running tracks.

Another agency that can provide helpful hints, the article points out, is the Tennis Facilities Committee of the U.S. Lawn Tennis Assn., 130 N. Franklin St., Chicago, Ill. 60606.

And, of course, there are a number of publications and booklets available.

The article notes that there are virtually no grass courts being constructed in the U.S. today, and very few clay.

In discussing hard court construction, the article states that on the West Coast, more courts are concrete which may be expensive but

has a low maintenance cost and few replacement requirements.

However, hard surfaces can be "hard" on players' feet, or asphalt may stain the ball or deteriorate under constant use. But often the surface can be coated.

The newest entry in tennis surfacing is artificial turf, a synthetic surface. However, synthetics are about one and one-half times as expensive as the usual cushioned, impervious kinds of construction.

The article concludes by adding a few hints to the tennis court builder. It suggests to the buyer of tennis court surfacing that you call someone who is using the surface you are considering; have a pro test the surface, and find a reliable contractor.

For further information on tennis court surfaces and coatings, contact NIRA headquarters. ■

Tennis Court Surfaces

The article in *Tennis Trade Magazine* provides a list of the various types of tennis court surfaces available on the market today. There are two categories: pervious construction (water passes through the surface) and impervious (water runs off).

PERVIOUS CONSTRUCTION:

This encompasses fast dry

(fine crushed aggregate), clay, grass and others.

IMPERVIOUS

This incorporates non-cushioned construction such as asphalt and concrete or cushioned such as asphalt bound systems (hot leveling course and hot cushion course; hot leveling course and cold cushion course or cold leveling course and cold cushion course), synthetics or others.

continued from page 21

In sponsoring these different forms of recreation, employees are drawn from a number of communities where, as an illustration, some particular activity like a gem and mineral club may not be available to them. Perhaps facilities aren't available in a local community for such an activity as model railroad- ing. Wherever we feel something is lacking in the general community - we try to fill that need. Our physical improvement center, rifle range, tennis courts, workshops, and club- rooms fall in this category.

On the other hand, our athletic programs are coordinated and sponsored off company premises. Wherever possible, we coordinate our sports leagues with the com- munity. We do not desire to dupli- cate municipal or commercial facilities. However, in some in- stances recreational facilities in some communities are overtaxed, and aren't conveniently available to our employees. If this is the case - in line with our philosophy of pro- viding a complete recreation pro- gram—we will provide the neces- sary facilities.

In plant we have supplied for years shuffleboard, table tennis, playing cards, chess and checker sets, dominoes, cribbage boards, and horseshoes so that an em- ployee may have some diversion during rest and lunch periods.

Our physical fitness program is gain a reflection of another progressive step forward in our changing environment and prob- ably the most important recrea- tion program now available to our employees. Some 25 percent of the participants involved in our recreation programs are involved in the fitness program. This pro- gram has a history dating back to 1960 when company manage- ment constructed a gym with some of the finest and most mod- ern equipment. This now in- cludes three running tracks. The first seven years in this program has spent in distributing litera- ture, obtaining the backing of the medical profession, holding meetings, showing films, and convincing many individuals. All meetings and discussions were

targeted toward the cardio-vascular and flexibility areas. Our objective is to develop the individual's general health on sound scientific principles. Our current program was put into ef- fect in January 1970 using the principles set forth by Dr. T. K. Cureton, university of Illinois (founding father of physical fit- ness in the USA, and an original member of The President's Council On Physical Fitness).

The program has developed today to a point where we have limited space to handle the increas- ing participation. The primary goal is to encourage every employee to participate in a daily improvement program and become aware of the value and potential of the human body to understand the basic princi- ples of exercise and eventually learn to use these new standards and apply them.

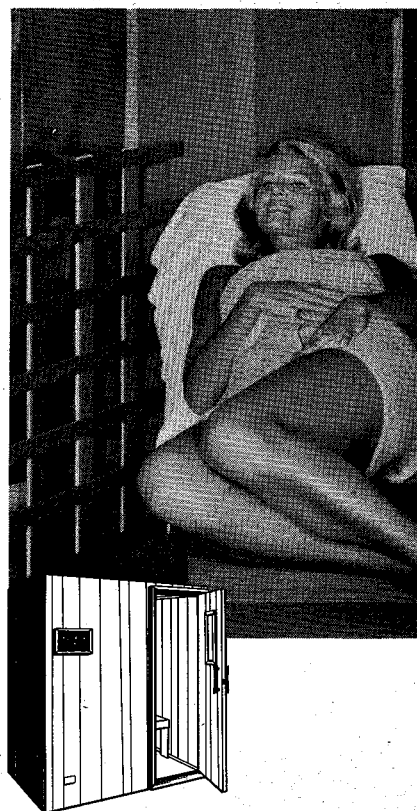
The basic program utilizes these three key phrases: "it is non stop," "it is progressive," and "it is rhyth- mical." Training programs are 60 minutes and are organized into five squads based upon a progressive increase in exercise using a color schematic system. Wall charts are used to track the employee's im- provement. Monday - basal pulse rate is measured; Wednesday - the individual's weight is recorded, and Friday - exercise blood pressure is recorded. The main intent of the program is to give the employee the freedom to exercise according to his particular physical abilities yet work hard enough to see significant changes in his general health condi- tion. (Recent medical data reveals a correlation between exercise and energy level or productivity).

Where Recreation is Today

We don't need to impress upon you what is happening to recreation in this time of changing values in our society, but let's briefly examine some interesting data. The latest in- formation released by the U. S. Dept. of Commerce indicates that we are spending over 100 billion dol- lars per year on recreation. This is primarily because of:

1. The rapid rise in per- sonal income—a gain

continued on page 32



Am-Finn *Sauna* the recreation room where you don't move a muscle!

For men and women on the move, there's no better way of taking a break than in the Am-Finn Sauna.

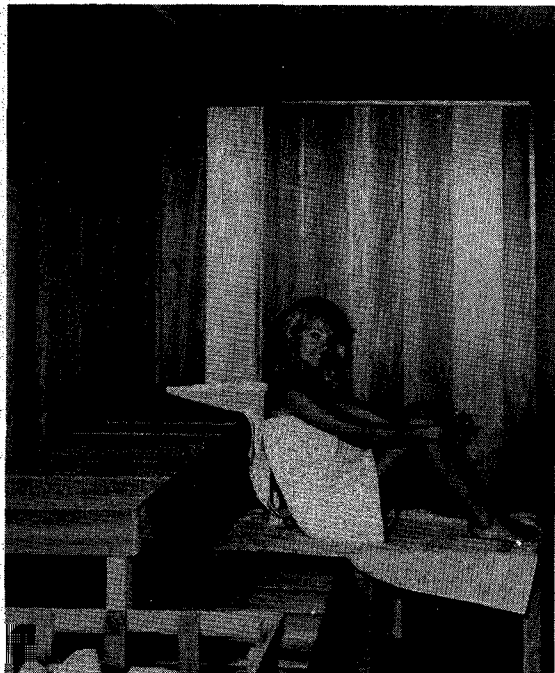
Prefabricated for easy installation and perfect for offices, clubs and all other recreational facilities, the Sauna provides you with special, beneficial dry heat without any need for plumb- ing maintenance.

All Am-Finn Sauna baths are carefully constructed with redwood interiors and hand- some mahogany exteriors.

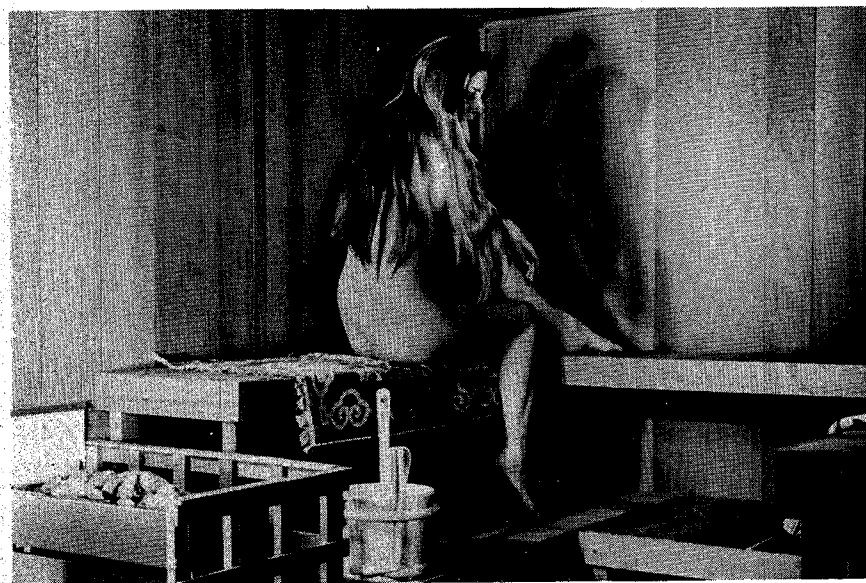
Find out more about the Am-Finn Sauna . . . the relaxing, inexpensive rec- reation room. Write for our free booklet.

Am-Finn Sauna
Haddon Avenue & Line St.
Camden, N. J. 08103

Sauna Baths in recreational programs provide balance between exercise, relaxation



This photo, compliments of Am-Finn Sauna Co, Camden, N.J., shows a small sauna which seats five people.



This popular version of an Am-Finn Sauna Co. sauna utilizes a 9 kilowatt volt heater. It features control panel with pre-wired thermostat, heater switch, light switch and a panel indicator light.

By L. E. Hughes
ERNEST WM. GREENFIELD, INC.

Employees can now get into shape and relax about it, as the benefits of a sauna bath in a well-planned recreation facility are being discovered.

There is nothing like the sauna to provide a delicate balance between exercise and relaxation.

The popularity of the sauna has begun to burgeon. In the early 60s during the Kennedy administration there was a tremendous emphasis on fitness through exercise. Throughout the country, people were "getting it together" by getting into shape.

Health and athletic clubs began to flourish utilizing all the modern equipment—exercising devices, relaxation apparatuses—including the sauna, whirlpool and steam bath.

Soon the sauna began to click. Exercise buffs became familiar with the sauna's unique qualities to provide a relaxing, healthy atmosphere.

Initially installed in commercial establishments—apartments, clubs and hotels—they soon became part of the college and university athletic facilities. Eventually, orders came pouring in for installation in military installations.

Concept in Industry Nothing New

The concept of a sauna in industry is nothing new.

For years they have been used by the busy executive to soothe tense nerves. Sauna bathing was found to be a boon in the business world in relieving tensions after an enervating

Companies use dry heat to allow their employees to "cool off"

g day. Soon smaller sauna units are installed in executive offices and lounges.

Executives began to realize the benefits of a sauna might be far reaching and began to utilize them in their employee recreation programs. The Sauna, they discovered, provides an additional incentive to employees inducing better mental and physical relaxation. After a grueling day's work, an employee has the opportunity to enjoy and relax in the sauna.

Installation Requirements

Industry, of course, had to installumbo-sized saunas, capable of accommodating 15 bathers at one time.

The sauna should be installed within certain space and location requirements. This includes an inside building entrance, shower facilities, area for undressing and hanging clothes, lockers for men and booths for women, toilet facilities, towel supply rack and door arrangements cut-off view of the hallway.

Saunas are available in pre-fabricated units, easily installed by a carpenter. Sitting areas are basically of redwood. Finer constructed saunas in this country have interiors constructed of redwood because of low density. Even at high temperatures, redwood is still comfortable to the touch, it is durable and will resist splintering and checking.

There is a variety of heating equipment for the bath. Electric heaters do not require a flue and operate on 220 v current.

Models are made with pre-wired control panels for easy assembly. And the price is right. Larger saunas retail between \$2,500 to \$3,000;

smaller units are available from \$1,000 up. Special-size saunas can be pre-fabricated to the architects' specifications.

Cost to Operate

Different saunas cost different amounts to operate. The panel insulation will determine the size and efficiency of the heater required, and in turn, the heater need will determine the cost for electrical power.

Better sauna equipment is insulated with urethane—a material with very high insulating properties. These models tend to use less current and operate at a lower cost than other units. Insulating efficiency is the most important factor since the heat is kept inside the unit which prevents heat loss.

The sauna is popular with both men and women. Some recreational facilities elect to install two saunas—one for men and one for women with separate locker and shower facilities. Other companies that have one sauna divide the week into certain days exclusively for men and others for women.

Sauna versus Steam Bath

The sauna provides dry heat—high temperatures without humidity—enabling a bather to enjoy an environment of high temperature without discomfort (175 to 195 degrees). A steam bath produces a steamy moisture, high humidity atmosphere which can prevent sweating and can cause labored breathing.

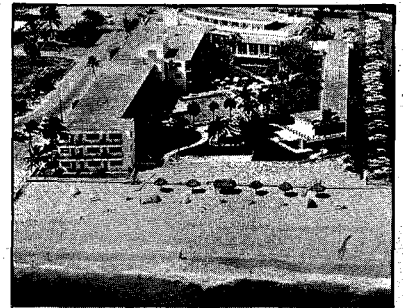
A sauna bath installation usually costs less than steam bath installation, and the cost of maintaining a

sauna is less. An important plus for the sauna is its flexibility; its initial location can be selected with some degree of freedom and eventually moved, which is not possible with the steam bath set-up.

As industry continues to upgrade its recreation programs, offering employees the best in exercise and relaxation, saunas will play a major role. There are a number of sauna manufacturers who are willing to work with corporations and their architects to determine size of unit, heater and proper location. ■

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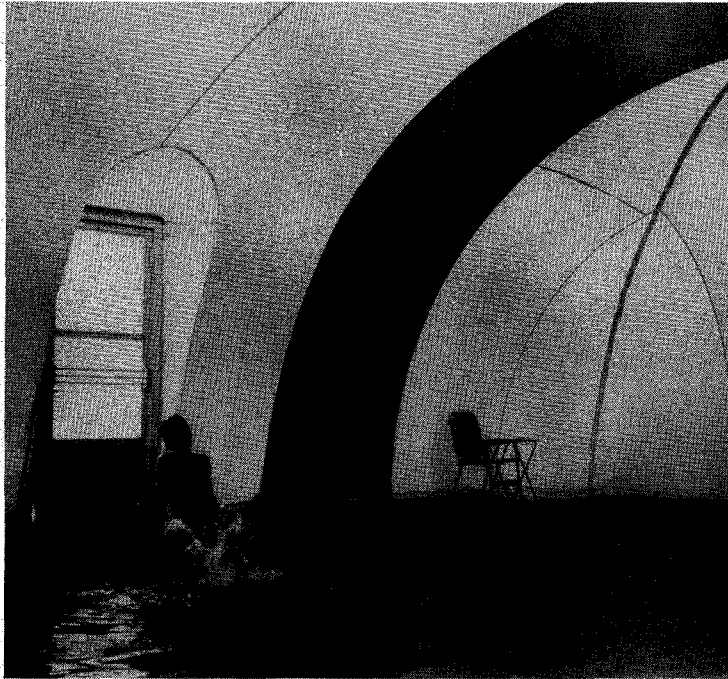
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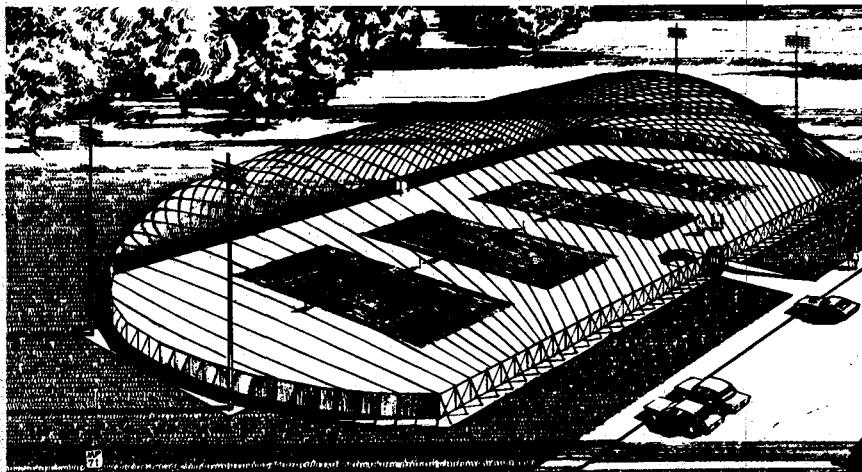
Bubble Buildings: They Inflate But Keep Inflation Down

By Ed Todd
Canton Containers Company

Air structures make excellent athletic and recreation buildings for business



A bubble building serves as an excellent athletic and recreation structure for business and industry, offering year-round utilization of facilities that are normally shut down during the winter. Photo courtesy of Canton Containers Company.



This photograph, supplied by Environmental Structures, Inc., gives a rough picture of what an air structure tennis court facility looks like.

Lightweight, portable vinyl-nylon air structures may be blown up, but their versatility isn't.

They can be used practically any way the imagination desires.

One enterprising college in Illinois purchased an air structure for "theater-in-a-ballon" presentations. The multi-media event included visuals projected on the walls and ceilings of the structure. It was a standing-room-only audience.

One excellent use of the bubble buildings is as an athletic and recreation structure for business and industry. As businesses are becoming more concerned with offering a total package of fringe benefits to their employees, which would include offering a place for recreation and exercise, locating adequate space within the office building sometimes becomes an impossibility. Housing the facility in an air structure is a logical solution. It's easy to erect, is relatively inexpensive and can provide a large amount of additional space required by a recreation facility.

The structure is fabricated of sturdy vinyl or vinyl-reinforced nylon. Seams are electronically welded. The fabric is incredibly strong although it weighs only one-third as much as canvas.

The air structures are available in a variety of standard rectangular sizes, but can also be tailor-made to fit any company's special needs. In theory, a bubble comprised of a network of steel cables, scattered main structural supports and a variety of durable fabrics, could be used to build a dome 18 miles or more in diameter. However, a bubble with a 3½ mile span is more practical and can be easily erected at any time.

continued on page

Continued from page 26
 The U.S. Pavilion at the World's Fair in Osaka, Japan, in 1968, was a bubble covering 2½ acres.

Installation is an Easy Process

To install, the fabric is laid on the ground over the area it will cover and is anchored directly to the ground. When the fabric is firmly fastened, an electric blower inflates the structure to form the building. A rushion of air, constantly and unnoticeably supplied by the blower, then keeps the structure in place. Inflation system offsets minimal but continual leakage, and provides basic inflation pressure. One air-moving device, fan or blower, is in operation at all times.

Various pressure levels are needed in the larger structures. Different air pressure requirements are automatically satisfied by the activating or deactivating of tandem fans that can operate alone or in a series. For example, when the large door is opened to allow heavy equipment entry into the bubble, increased air pressure is needed. The opening and closing of smaller "people" exits require less air pressure compensation.

In the event of an electric power failure, power to the numerous fans and blowers supporting the bubble must be maintained. On-site gas-eled standby generators are insurance against the unexpected.

Cost

A bubble building costs from one-fifth to one-half of the cost of a solid building of the same size. For example, a 50,000-square-foot greenhouse costs in the neighborhood of \$135,000 less than the price of a conventional greenhouse of the same size and the structures are adaptable. Should it be necessary to move the structure, this can be done with few problems. Simply dismantling the structure, roll it up, and store it away until you need it again.

A Myriad of Uses

Greenhouses are another item

that have been constructed from this versatile vinyl-nylon material. The vinyl dome lets in 50 percent more sunlight than commercial glass-paned greenhouses, which means more growth and more flowers. Heating costs are lower than in conventional greenhouses too. Engineers estimate a 30 percent heating cost reduction over conventional greenhouses. The major reason is that dead air, sandwiched between the two vinyl layers that make up the dome, serves as an insulating blanket against the colder air outside. When they're used as construction-site enclosures, the air structures enable work to proceed throughout the long winter months.

The bubble protects the building site and the workmen from inclement weather and, although the temperature drops to zero and raw winds blow, conditions inside the structure are "shirtsleeve." The controlled climate inside the bubble will allow the foundation to be poured

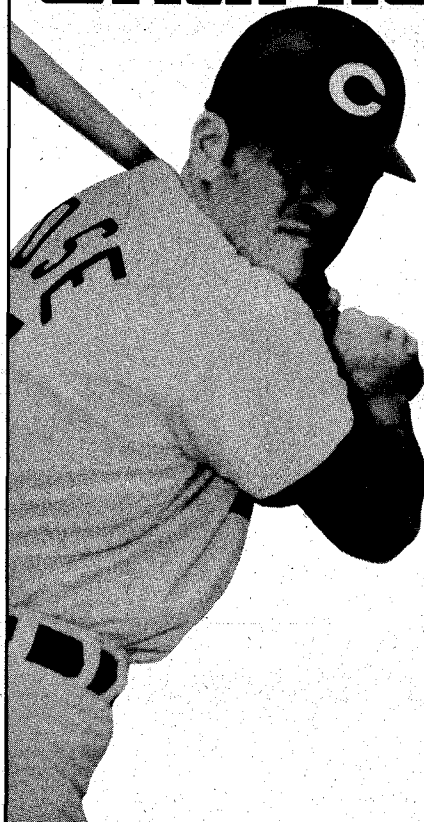
without tedious winterization procedures, and also gives the company more productivity from the individual worker. When the weather gets warmer, the bubble can be removed, packed up, and shipped to another company construction site.

A bubble building can also give people year-round utilization of facilities that are normally shut down during the winter. Some of their current uses include providing a dome to cover an outdoor swim pool to transform it into a year-round addition to the family fun.

Care and Maintenance

The vinyl-nylon material is easy to maintain. A soap-and-water hosing washes the dirt away. The fabric is fire retardant, and it also resists chemical deterioration. Its durability and maintenance-free characteristics make this type of structure economical—at any price. ■

Charlie Hustle



Pete Rose will tell you his goals are always the same, "Hit .300 or better, score 100 or more runs, get 200 hits and play good defense." And Pete Rose has been doing just that for the Cincinnati Reds year after year.

- Pete's passed the 2,000 hit milestone.
- 1973 was his ninth straight as a .300 plus hitter. And he holds a lifetime average of .309.
- Twice he's been the National League Batting Champion. 1973 is his third.
- He's already had six 200-plus hit seasons.
- In the 1970 and 1972 championships, Pete batted .364.

PETE ROSE
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new products



1. low cost two-way radio

This new low-cost hand portable two-way radio is designed to be an asset in nearly any outdoor activity.

The full performance single channel 1.5 watt citizens radio keeps individuals safely in touch. Base camp people can maintain constant communication with fishing and hiking parties and receive news or urgent messages instantly.

2. all-weather tennis court surfacing

A revolutionary court surface called Tennis Deck has been designed to provide a new low-cost, luxury all-weather tennis court surfacing with resiliency and long life, heretofore available only with expensive poured surfaces.

Produced in modules for both indoor and outdoor usage, the synthe-

tic surface of thermoplastic copolymer can be repaired by quick sectional replacement and is highly durable. Features include easy installation, a variety of colors from which to choose, and flow-through design which allows for quick drainage of water and for circulation of air to dissipate heat.

3. personal protection flashlight

The "Guardian 105" is a compact defender flashlight that fits neatly into pocket or purse and is ready for use the instant you need it.

It's ideal for housewives, nurses, secretaries, shut-ins, salesmen campers or cyclists.

The principle is simple. It dispenses "Capsaicin," a light mineral oil with fine red pepper that will temporarily blind attacking humans or animals without causing permanent harm. Accurate marksmanship up to 12 feet is assured because the chemical stream flows directly where the light beam is aimed. An orange dye in the chemical provides later identification of the attacker.

4. air hockey game

For those who want a fast fascinating game that will put the speed and action of ice hockey in your recreation programs, a new game called "Air Hockey" has been designed. A powerful electric motor blows forced air throughout thousands of tiny holes in the playing surface making the puck actually float on air—with the greatest of ease.



5. sportman's pull-n-hoist hand tool introduced

A greater measure of independence for the backwoods sportsman can be achieved with the introduction of the "Pull-N-Hoist", a hand tool with 4,000 pounds of pulling capacity.

Handling big game, dry-docking a boat, moving logs, pulling out rocks—all types of tough jobs that require lifting, lowering, shifting, tugging, stretching and pulling can be accomplished easily with this product.

The tool, which is 27 inches long and weighs 7½ pounds, fits in the tool box or glove compartment of any vehicle.

6. travel golf bag

Golfers may now travel in style and comfort with this travel golf bag. Compact design and lightweight construction are among the features of this new product.

The bags have eight inch round tops and bottoms, steel ring reinforcement and a tube type body construction.

8. emergency lightstick

This new emergency device has longer life than a regular flashlight and is simple to operate. The lightstick sheds light in the highly visible green-yellow spectrum, similar to firefly light. Called "cold" or hemiluminescent light, the light is visible for a mile or more on a totally dark night. It can be used as an emergency flare for power failures boats (it floats), cars, trailers, trucks, campers and anywhere you need safe emergency light.

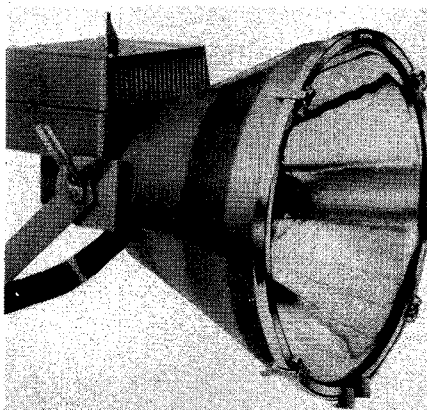
When stored in its original package, the lightstick will maintain full strength for two years or more. And it's non-toxic; creates no heat or sparks.



9. golf swing training belt

One of the many factors that makes developing a repeating golf swing the next thing to impossible for some, is the inability of the student or player to swing the golf club twice in the same manner. This frequently results in frustration and disappointment.

The "Swing Gruver" will eliminate this problem. It is designed to provide a training or playing aid which makes it possible for the golfer or beginner to actually experience the true feeling of how the golf swing is supposed to function. It has been designed to insure a full shoulder turn, since it wraps around the right or left shoulder, and its construction will keep the elbow close to the body up until the time the ball is hit.



9. sportsliter floodlights

The Series 6000 Sportsliter high-performance floodlights provide quality illumination for many sports

and area applications using 1000 or 1500 watt metal halide lamps.

The sturdily-constructed floodlights are designed for quick installation and are convertible for application versatility with integral or remote ballast.

Thermal shock and impact resistant tempered glass lens is mounted in stainless steel ring to provide all-weather operation.

10. portable catalytic gas heater

"The Sunflower," a portable catalytic gas heater rated at 7,000 BTU's per hour input, is unaffected by dust and will not blow out even in the strongest wind.

The heater operates on L.P. bottled gas and is shipped complete with hose and connections ready for hook-up. Also included is a 100 percent safety shut-off and variable heat control.

Among other features of the heater is the "goose neck" mounting bracket which can be disconnected for remote operation and the heating element which is adjustable up or down.

Catalytic heating is an important step forward in heating efficiency and in the reduction of fire hazards.

new products

R/M 11/73

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☐ Please enroll me as a new subscriber to R/M. (One year—\$5; two years—\$8; three years—\$10)

☐ Please send more information on NIRA membership (specify 'company', 'associate', 'individual' or 'student').

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

SEND COUPON IN ENVELOPE TO:

Michael C. Luckenbach, National Sales Director, NIRA, 20 N. Wacker Dr., Chicago, IL 60606

Meet Your Board



Miles M. Carter, Jr.



Miles M. Carter, Jr., field employment manager, McLean Trucking Company, Winston-Salem, North Carolina, was named president-elect of NIRA during the organization's recent Conference.

Prior to this, Miles was Vice President of the NIRA Board. He has served on the Board for more than 10 years.

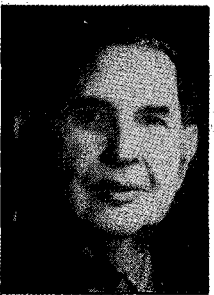
During his membership with NIRA, Miles was instrumental in inaugurating the first NIRA Program Services Bulletin, one brochure covering all tournaments and contests sponsored by the association. Miles also introduced many of the postal-format tournaments.

In other NIRA activities, he served as Region IV Golf Coordinator. His role in program services has been to bring greater organization and planning to do the best job possible.

Appointed Recreation Director of McLean in 1954, he developed a recreation program from a small group of employees who was interested in softball.

Among the many honors he has received in the field is the citation from the Industrial Division of the North Carolina Recreation and Parks Society.

Dave Shanker



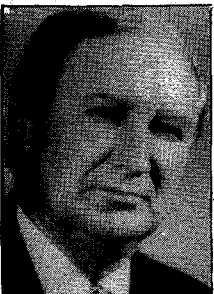
Dave Shanker recently elected to the NIRA Board of Directors as the Associate Member Representative, has long been a leader in the industrial recreation movement. Dave's appointment marks the first year an Associate Member Representative will have full voting power.

Dave has been affiliated with NIRA and its membership for more than 21 years.

President of Shanker Industries, Inc., Dave lends his expertise to serve the novelty needs of industry.

Throughout his career, Shanker's forte has been in supplying and working out programs with recreation directors and organizations offering custom-made packages of toys for all age groups.

James A. Tolbert



Employee Services Coordinator of Texas Electric Service Company, James A. Tolbert, has been elected Region VI, Junior Director, of the NIRA Board.

Jim has been active in NIRA a number of years, having attended six of the last seven Annual Conferences.

He is a pro in the field of industrial recreation, serving at one time in the Welfare and Recreation Department of the United States Navy.

From 1955 to 1970 Jim was a member of the Southwest Conference Football and Basketball Officials Association.

He attended Texas Technological University where he majored in business management. Jim joined the ranks of Texas Electric in 1956 and was promoted to his current post in 1965.

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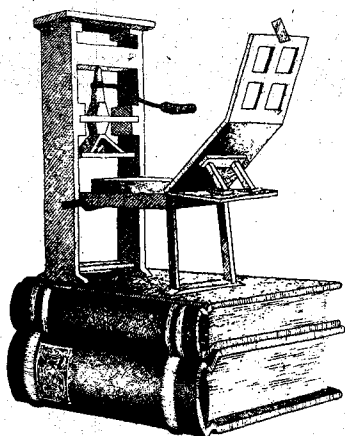
Young man with B.S. degree in Physical Education seeking job in Recreation. Has six years of experience in physical education and recreation programs in public schools. Available immediately. No geographical preference. Salary open. Box 293, RECREATION MANAGEMENT.

Young man desires position as Recreation Director or Assistant Recreation Director in industry. Has masters of science degree in Recreation Administration. Desires Western United States. Box 294—RECREATION MANAGEMENT.

Young man with B.S. degree in Recreation wants position as an aquatic, athletic or camp director. Available three weeks after notification. No geographical preference. Salary open. Box 295—RECREATION MANAGEMENT.

Male looking for Recreation Director or Administrator post. Midwest or Far West. Has bachelor of science degree in education. Salary open. Box 296—RECREATION MANAGEMENT.

Young man with B.S. degree seeking job as industrial Recreation Director. Experienced in administration, programming and supervision. Will relocate. Available immediately. Box 297—RECREATION MANAGEMENT.



BEHAVIORAL SCIENCE IN INDUSTRY. This practical manual investigates the management field, exploring the behavior and motivation of groups in a work situation. Featuring compact but lucid treatment of a difficult and fascinating subject area, the text demonstrates opportunities for increasing managerial effectiveness. In its first part, the book explains the nature of behavioral science. Part two sets up a specific framework for analyzing organization problems, then looks at functional problem areas—leadership, group relations, job design and organizational development. Authors Richard Drake and Peter Smith have been associated with the field of human resources and behavioral science in England for years. \$10. 134 pages. McGraw-Hill Book Co., 1221 Avenue of the Americas, New York, New York 10020.

GOOD THINGS TO READ

OUTDOOR TIPS. 186 pp. illustrated with drawings and written by L.W. Johnson, Robert Elman and Jerry Gibbs. This is the fifth completely new book of the Remington Sportsmen's library. Subject matter treated includes hunting, fishing, conservation, boating, camping, recreational vehicles and outdoor cooking. \$2.95. The Benjamin Company, Inc., 485 Madison Ave., N.Y.C. 10022.

YOUR PROGRAMS FROM KODAK. This catalog describes movies, slide shows and print sets which are available to groups who want entertaining and interesting shows about travel photography, sports and other exciting subjects. Program areas available are travel and scenic; picture-taking; film and paper; darkroom operations; education; business and industry; environment; general interest; sports. For free catalog and ordering information write Photo Information, Eastman Kodak Company, Dept. 84, 343 State Street, Rochester, N.Y. 14650.

IDEAS FOR SWIMMING POOLS. This full-color brochure shows design applications of ceramic materials for institutional pools. It contains photographs of more than twenty outstanding pool designs, including open air, indoor, recreational and therapeutic. Free. Amsterdam Corp., 41 E. 42nd Street, N.Y.C. 10017.

HOW TO SELECT THE PROPER MAINTENANCE EQUIPMENT FOR YOUR BUILDING. This guide has been prepared in an effort to answer the questions most frequently asked by buyers of floor and carpet equipment. It covers such subjects as how to estimate costs for floor and carpet cleaning; check list for evaluating floor machines; evaluating scrubber polishers; liquid and dry foam shampooing; commercial vacuums. Free. Advance Floor Machine Co., P.O. Box 275, Spring Park, Mn. 55384.

HELP YOUR COMMUNITY THROUGH PHOTOGRAPHY. The 160-page book, dramatically illustrated with more than 300 color and black-and-white photographs, is a "how to" textbook for individuals and organizations wishing to use the photographic medium to communicate, publicize, fund-raise, recruit or train volunteers for public service. The book shows the reader how to use photography in various forms to help a community or public service group in a variety of ways. \$5.95. Eastman Kodak Co., Dept. 454, 343 State St., Rochester, N.Y. 14650.

THE GOOF-PROOF CHARTS FOR SPORTS TEACHING AND GRADING. In this book the 10 most contested school and playground sports in America are dissected, researched and put into logical teaching progression by R.L. "Bob" Loeffelbein, a 25-year college teacher-recreation administrator-coach. Charts are prepared and appear in the book for each sport outlining step-by-step lessons. A new system of grading, also introduced in the book, simplifies both end-of-term grading and/or selection of best team prospects. For the first time, the teaching and grading of sports activities is standardized. The book is written to be used with a good methods text. Each athlete's strengths and weaknesses are fully charted, eliminating wasted time when a new coach takes over, or an athlete joins another team, or a student advances to another grade, or an athlete improves enough to advance to a higher skill team. \$2 to NIRA members; \$2.50 non-members. 137 pages. RobRoy Ventures, Valley Lee, Md. 20692.

HOW TO GOOF-PROOF YOUR GOLF GAME. This second book by R.L. Loeffelbein is the "scientific" approach to correcting golf game hangups, illustrating inventions on the market that are guaranteed by their inventors to improve driving, clipping, putting or any offshoot ills cropping up in a person's game. \$3 to NIRA members; \$4.50 for non-members. 70 pages, 69 illustrations. RobRoy Ventures, Valley Lee, Md. 20692.

PLAYGROUNDS...

continued from page 17

turf, the kind of material used in the Astro Dome. The material is relatively maintenance free and is laid like a carpet over asphalt pavement. The result is a clean-looking, soft surface that is both easy on maintenance men and the children. The biggest drawback to synthetic turf is the cost, which is approximately six times that of asphalt paving.

Materials for Play Equipment

Materials used for play equipment are extensive and can include **STEEL, PLASTIC, WOOD, FIBERGLASS AND CONCRETE**. The equipment can be purchased pre-manufactured or can be designed and built by a contractor. While custom built equipment can be tailored to the individual needs of each playground, it takes sophisticated plans for detailing and requires a specialty contractor, not readily available in many areas.

WOOD is an ideal material for custom-built equipment. It is easily worked and can be combined with metal, plastic and concrete for variety. Wood also is a natural material that children seem to enjoy more than the hard materials. Past experience has shown that wooden play apparatus is less prone to vandalism and will stand up better than

concrete or steel.

Manufactured equipment is available in wood, steel, concrete and fiberglass. It varies from simple pieces such as the traditional swing to large steel structures for climbing, sliding and swinging. The majority of the manufactured equipment is colorful, however, it tends to be gaudy. Much of the pre-manufactured equipment is also built to represent real items such as rockets, horses, trains and castles. These pieces are too literal and tend to limit a child's imagination. A wood piece with ropes, chains and slides can be a rocket ship one day and a jungle hide-out the next.

Manufactured steel and concrete equipment should be used in conjunction with wood and colorful fiberglass equipment to complete the well-rounded playground.

Price for Playground

Cost is almost impossible to estimate since playgrounds vary from the simplest "little tot lot" to large complexes serving all age groups and large capacities. Price can range from \$5,000 to \$40,000. The average cost is probably somewhere in between. A great variable in cost is whether the work is contracted out or completed with the company's own labor force.

A company's budget and program will determine the cost of the play facility, but regardless of the scope of the project or its cost, each playground should first be carefully planned and designed with the right people in mind—the children.

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Recreation at Rockwell . . .

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- of 50 percent in the last 5 years.
2. More free time—over 40 million people in the U. S. now have conditions of employment entitling them to three week vacations. As you all know 1971 federal law now provides five, three-day weekends per year—and we now have a trend toward the four-day work week (2,000 companies).

3. Earlier retirements—spurred on by improved retirement and pension plans and higher social security benefits.
4. We have a society going through an evolutionary process of changing values—re-examination of the worth ethic—a society in many regards placing high value on recreation and "getting back to nature."

It is interesting to note that as society we spend more on recreation than national defense—more than on the construction of new homes—more than the total of corporate profits—and more than the aggregate income of all U.S. farmers.

There is no question recreation big business and all dollar projections indicate we are in our infancy. Today, and in the future, recreation is no longer defined as a activity—but as an end. Recreation provides us with a sound and healthy environment for life in today's leisure society—and it gives us a creative mechanism for financial growth by enabling us to expand our gross national product.

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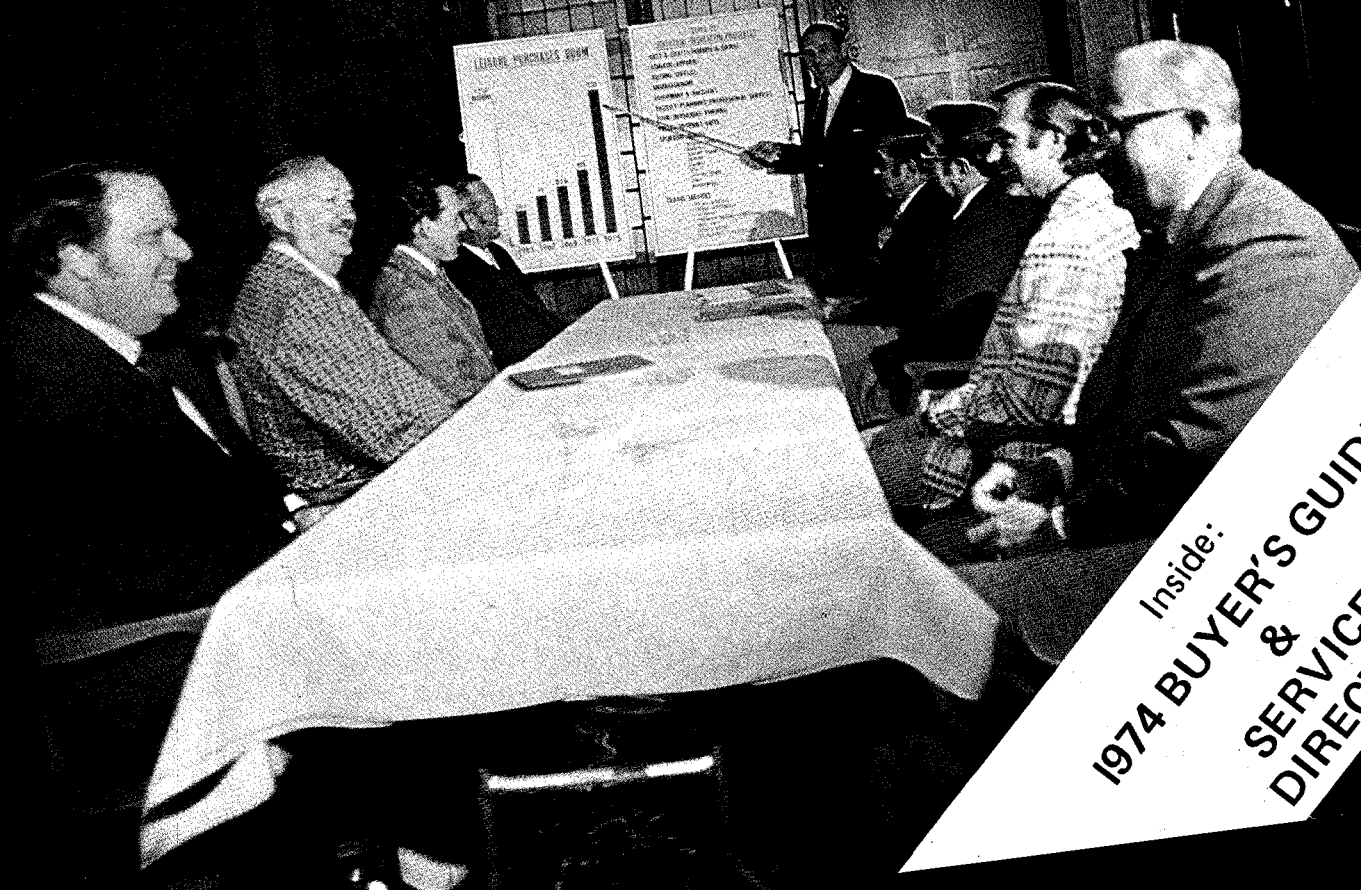
THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

DEC. 1973

recreation management

THIS ISSUE: Editorial on Energy Crisis... Editorial Index... Leisure Time Market... NIRA Annual Tournament

The leisure purchases boom



Inside:
1974 BUYER'S GUIDE
&
SERVICES
DIRECTOR



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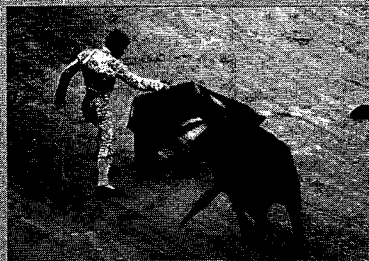
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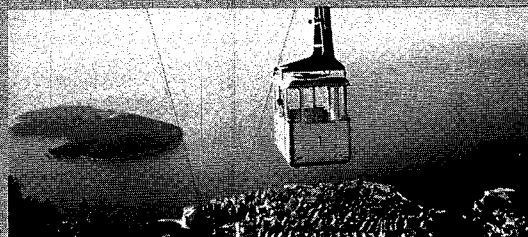
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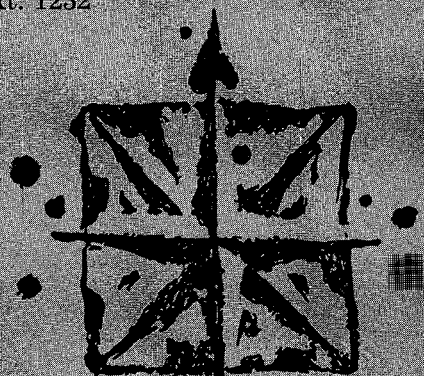
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recreation management

Volume 16, Number

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Baltimore	100	100	20
Birmingham	100	100	20
Boston	100	100	20
Buffalo	100	100	25
Calgary	30	35	100
Charlotte	100	100	20
Chicago	50	50	25
Cincinnati	50	50	25
Cleveland	50	50	25
Columbus	50	50	25
Dallas	30	30	30
Dayton	50	50	25
Denver	30	30	50
Detroit	50	50	25
El Paso	30	25	40
Honolulu	100	100	200
Houston	30	30	30
Indianapolis	50	50	25
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Knoxville	100	100	25
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Louisville	50	50	25
Memphis	100	100	35
Miami	100	100	—
Milwaukee	50	50	35
Minneapolis	50	50	50
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New York	100	100	20
Oklahoma City	50	50	50
Omaha	50	50	50
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San Francisco	—	Free	95
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(Per person basis, two in a stateroom)

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the event ITC program flights are used, no
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airline tariff will prevail. Air/Sea package
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Essential or non-essential? That is the issue

Americans are going through a time of learning to live with less, less energy, that is. At the same time, we are learning to live with more, more leisure time.

One of the major "by-products" of the current energy crisis has been and will continue to be more leisure time. With shorter work weeks, fewer

school hours and cutbacks in the labor force, we can expect an increased demand for recreation service.

However, an energy bill, recently approved by the Senate, contains a clause terming recreation "non-essential." If the bill is signed by the President in its present form, it would give the government at the federal, state and local level the power to restrict the use of energy for recreational purposes.

This presents a paradox. In a year when the leisure-purchases market is at its highest level in history, and is expected to reach the \$250 billion mark by 1975, it seems ludicrous to term recreation "non-essential." In fact, recreation has come to play a major role in the lives of millions of Americans. Curtailment of recreation may not only seriously affect the American worker, but it will probably seriously affect the economy of our country.

If the House energy bill (which at the present time does not contain the clause about recreation) does pass, but contains wording different from that in the Senate bill, both bills will go before the Conference (Compromise) Committee where a new bill will be drafted and sent to the President for signature.

continued on page

ABOUT THE COVER

This month's cover demonstrates the areas of purchasing and growth potential of the leisure-time market. A special thanks goes to Dave Shanker, President of Shanker Industries, Inc., for providing us with the cover and the cover concept. The leisure market is a big and burgeoning market. More is spent on leisure-time products and services today than on the national defense; more than on the construction of new homes; more than the total of corporate profits, and more than the average income of all U. S. farmers. Financial experts estimate that by 1975, some \$250 billion will be spent on leisure products and services in this country as Americans everywhere we have more free time.

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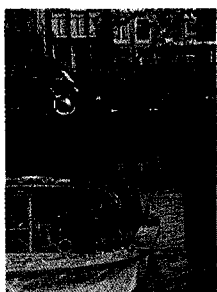
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Planning your group travel program



experience

To know what a tour operator can do, first take into account what it has *done*. Ask such questions as these:

- ☐ How long have they been in business?
- ☐ Do they handle travel to all parts of the world?
- ☐ What type of clientele do they serve?

Lisind has been making individual and group travel arrangements for over 90 years. We've prepared trips to all parts of the globe—Europe, Asia, Africa, North America, South America... We've planned every conceivable type of holiday, from an African Safari to a Pacific Cruise. Discriminating travelers travel through us—no matter where on earth they want to go—because of the Lisind reputation for impeccable taste. And because of the thoroughness with which we arrange and supervise every detail of every program we put together.



facilities

Another important factor is whether the operator meets your people's needs wherever they travel. Lisind International boasts a roster of 1,200 thoroughly professional representatives in offices throughout Europe, North America, the South Pacific, the Far East and South Africa. Whatever destinations are selected, you can be certain Lisind knows them intimately. And will show each place at its best. Moreover, there's always a congenial Lisind representative on hand eager to serve in any way he can.



stability

There are too many fly-by-night companies around not to investigate an operator's business thoroughly before giving him your money. With Lisind International you get twice the assurance you do with other operators. Not only are we known to be completely reliable and financially stable in our country, but we're affiliated with a giant, European transportation complex—Nederland Schipvaart Unie (NSU). Furthermore, NSU is heavily involved in almost every phase of travel. So, with Lisind you enjoy the benefits of the combined efforts of two of the most reputable travel companies in the world: Lisind International and NSU.



hotels

Any operator can provide good accommodations at fine hotels during off-season. But what about peak travel periods? Where your group stays and what accommodations they obtain depends, to a great extent, on the operator's standing with hotels. Lisind's standing is enviable. Through securing accommodations for so many particular vacationers for so many years, we've formed long-existing and close relationships with the managements of the world's most distinguished hotels. This gives us the advantage of being able to make arrangements at competitive prices even during the height of the season and to provide visitors to *anywhere* with hotel addresses of distinction. Here is a sampling:

CITY	HOTELS				
AMSTERDAM	Okura de l'Europe	HAGUE (THE)	Promenade	NICE	Negresco Meridien
ATHENS	Hilton Grande Bretagne	HONG KONG	Peninsula Mandarin	PARIS	Inter-Continental Windsor Lafayette
BANGKOK	Inter-Continental Rama Hyatt	HONOLULU	Kahala Hilton Royal Hawaiian	RIO DE JANEIRO	Copacabana Palace
BRUSSELS	Westbury Palace	ISTANBUL	Hilton	ROME	Excelsior Michelangelo
BUENOS AIRES	Plaza	JERUSALEM	Inter-Continental King David	STOCKHOLM	Sheraton
CANNES	Carlton Majestic	JOHANNESBURG	Tollman Towers President	SYDNEY	Wentworth
CASABLANCA	El Mansour	LISBON	Ritz Sheraton	TEL AVIV	Hilton Plaza
COLOGNE	Excelsior Ernst	LONDON	Grosvenor House Kensington Palace	TOKYO	Imperial Keio Plaza Hilton
COPENHAGEN	Scandinavia Royal	LUCERNE	Schweizerhof Palace	VENICE	Royal Danieli Bauer Grunwald
DUBLIN	Shelbourne Gresham	MADRID	Wellington Palace	VIENNA	Bristol de France
DUBROVNIK	Libertas Excelsior	MEXICO CITY	Fiesta Palace Maria Isabel	ZURICH	International Nova-Park
EDINBURGH	Caledonian Royal	MONTREUX	Montreux Palace		
FLORENCE	Excelsior Savoy	MUNICH	Bayerischer Hof		
FRANKFURT	Frankfurter Hof Inter-Continental	NAIROBI	Inter-Continental Hilton		

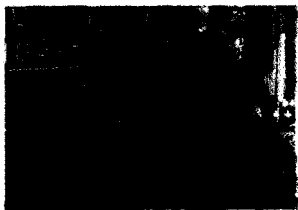
service

Every bit as important as the people stay is how they're treated when they get there. Will they be forced to cool their heels in a lobby for hours before being taken to their rooms? Will group members receive prompt, courteous service throughout their trip? Again, the Lisind name goes a long way towards smoothing the way. Hotels, airlines, sightseeing organizations, transfer companies are aware of our reputation as a financially solid company that pays its bills promptly. They are attuned to the fact that we are discriminating people in massive numbers. For these reasons, Lisind travelers get some extra in the way of service about everywhere. From just everyone. It's this priceless difference that is often the difference between an ordinary trip and an extraordinary one. Yet this unique "service" doesn't cost a penny more.

GENTLEMEN:

Please tell me how you can help me with my Group Travel program. I would also like to see some sample travel itineraries.

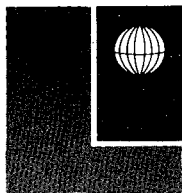
Name	Title		
Organization			
Address			
City	State	Zip	
Phone			



tour escorts

If there is any one person who can really make a trip, it's the Tour Escort. He (or she) is the one who helps your group get to know the places they visit. It's up to the Tour Escort, too, to help the traveler make the most of free time. Which means, of course, that the escort has to be familiar with every nook and cranny of the area: the fascinating, little-known shops and restaurants, as well as the more famous landmarks. He's also the one who assists with reservations, baggage-handling, matters of protocol and any problems that might arise. Obviously, the Tour Escort's qualifications are as vital to the success of a vacation as the company he represents.

At Lisind International, we pick our Tour Escorts very, very carefully. The people we select are all intelligent, personable, experienced, well-educated and multi-lingual. They sincerely like people. And they do everything that can be done to make even a short stay a life-long memory.



Lisind International

Offices in the United States

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Offices Throughout the World

Lisind International is a vast, world-wide network with offices ranging from such major cities as London, Paris and Rome all the way to Tokyo, Sydney and Johannesburg.



group specialization

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Lisind has planned tours for groups of all types and all sizes (from 25 to upwards of 3,000). As an associate member of the National Industrial Recreation Association, we've made arrangements for countless employee tours and groups. We can also point to thousands of satisfied travelers from religious organizations, garden societies, athletic clubs, professional groups, service alumni associations, etc. We work within any budget, too—moderate-priced programs receiving the same care and attention as the most deluxe holidays. Moreover, whatever means of transportation called for, we arrange it. And when you go with Lisind you get modern, well-serviced, comfortable planes, motorcoaches, trains—you name it. So, no matter what kind of group you are and no matter where—and how they want to journey, we offer the type of program that has made us uniquely successful in the field.

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RM-12/73

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nira news

Goodyear boasts Christmas Party is Biggest Held Under One Roof



Goodyear Tire & Rubber Company has by far the largest Christmas party under one roof for its employees of any company in the country. Each year, some 30,000 toys and bags of candy are distributed to employees and their children. But

giving out toys and candy is only a small part of the myriad festivities, all made possible by a volunteer force of about 200 employees who help out with the elaborate Christmas party preparations. The party is held each year in the auditorium of the company's recreation center.

Owens-Illinois joggers defeat YMCA

Sixteen Owens-Illinois joggers during the early morning hours recently, challenged and defeated the YMCA in a 30-minute jogging contest.

Contest rules stated that any O-I employee or YMCA member could participate and the winner would be the team which jogged

the most laps around the University of Toledo track in a 30-minute period.

When all the footstomping and gasping for air was over, the O-I runners had a total of 238 1/2 laps to 181 3/4 laps for the YMCA. total of 238-1/2 laps to 181-3/4 laps for the YMCA.

nira initiatives contact club

At a recent NIRA Board meeting it was unanimously agreed to launch a new program—a Contact Club.

The project would involve person-to-person solicitation of new NIRA members, as a kind of formal, ongoing volunteer membership sales team. The purpose will be to broaden the base of NIRA's budgeted programs through new membership sales.

The club will be divided into two, 15 week sessions, so that no one in the Club will have to serve more than 15 weeks. There will be an incentive plan for individuals, companies and regions which will be based on accrued point totals for the 15-week period. All point totals, as they are tallied, will be published in RM magazine.

All participating individuals will be honored with recognition gifts.

Geo Meaney asked to write article for RM

Michael Fryer, Executive Director of NIRA, wrote George Meaney recently, requesting that he write an article for RM Magazine.

Meaney was asked to address himself to the subject of employer-sponsored recreation activities as seen from a labor standpoint, and was asked to comment on industrial recreation as part of the employer's benefit program.

The letter was mailed to Meaney's Executive Assistant, Tom Donahue, on Oct. 8, and to date there has been no response.

music to make work by

A recent issue of *Musical Merchandise Review* carried a story entitled, "Music in Industry . . . A Relatively Untapped Market," written by former RM Editor Kathy Kull.

The story was written to the tune of those large corporations which have well-developed music programs for their employees.

According to the article, which quoted Michael A. Fryer, Executive Director of NIRA, a recent NIRA survey of member social and cultural activities reveals that 36 percent of affiliated recreation associations sponsor a chorus and/or glee club.

"Bands and orchestras," the article states, "are in operation with 16 percent, while smaller percentages sponsor barbershop quartets and community sings."

In addition, 22 percent of member companies hold concerts for employees, 13 percent present operas and 17 percent offer stage plays and musical revues.

Since 85 percent of all purchases made for equipment and services involved in these programs is made personally by the recreation director, the article notes, the dealer need contact only one key person for many possible markets.

In the interview with Fryer, he

pointed out that many of the hundreds of companies who are NIRA members sponsor music groups for employee enjoyment and corporate image-building. In fact, a 1969 American Music Corporation survey estimates there were more than 1,600 industry music groups in operation.

For further information about music in your company recreation program, contact Fryer at NIRA headquarters.

the body builders of business

The body builders of business, according to *Dun's Review*, a Dun & Bradstreet publication, include such NIRA Company Members as Texas Instruments and Phillips Petroleum, Northern Natural Gas Company, where former NIRA Board member Michael Malone is Recreation Director, and Xerox where John Lasco is the Director.

The article states that some 75 companies staff in-house physical fitness directors who supervise programs scientifically geared to keeping their employees supple and trim.

The story states that the corporate physical fitness director, who generally runs a one-man department, must be part administrator, part physician, part coach and part confidant.

The standards for corporate physical fitness directors are stringent. Yet, the exact specifications for the aspiring Recreation Director are somewhat vague, the story states.

Malone remarks, "I love this work. There is a great deal of satisfaction in seeing an executive huffing and puffing on the treadmill for the first time and progressing to the point where he can jog two miles without getting winded."

At Northern Natural Gas, the article continues, 75 per cent of

the executive staff are active members and participate in karate and judo classes.

Lasco, the article points out, cites the satisfaction he derives from his job. "I recall a company executive who was so winded from his first time on the stress machine that I suspected something was physiologically wrong and advised the man to see his physician. Sure enough, discovery of an artery blockage led to corrective surgery and today the executive is back in the program as a regular jogger."

Motorola initiates car leasing plan

A new employee benefit has been initiated at Motorola, Inc., whereby company employees may purchase 1974 trucks and cars at fleet prices with all accessories at dealer prices.

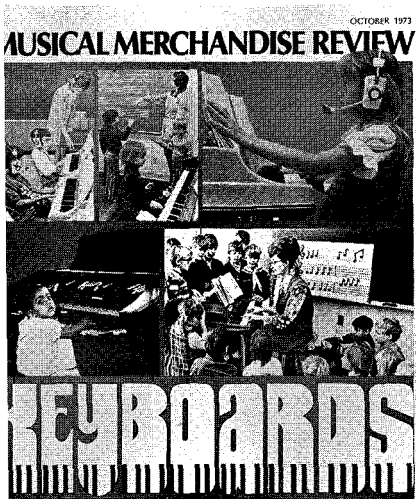
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news in brief

professor studies alternatives for wilderness areas

V. Kerry Smith, associate professor of economics at SUNY-Binghamton, is using a \$10,249 grant from Resources for the Future, Inc., to complete a study of alternative management strategies for wilderness facilities.

Smith's purpose in exploring the effects of alternate management policies upon the quality of wilderness experiences is to develop research findings of value to governmental agencies responsible for land use decisions affecting existing and future wilderness areas.

hobby sales up 9 percent in year

Retail sales for hobby products are up 9 percent for 1972 over 1971 and are expected to reach the \$1.2 billion mark by the end of this year as opposed to \$1,091,000,000 in '72.

These predictions have been made by the Market Committee of the Hobby Industry Association of America.

Hobby products include model aeronautics and radio control, model ships and vehicles, railroads, cars and rockets, wood and plastic model kits, science kits, crafts and art supplies, hobby tools, collectors' hobbies and hobby games.

gymnastics in the forefront

Gymnastics in the forefront of recreation today was highlighted recently in a *Wall Street Journal* story. The article elaborated on the tremendous number of girls now interested in gymnastics as a result of the '72 Olympics and the wide coverage given to the gymnastics competition on TV.

According to the article, the number of girls participating in school gymnastics programs has doubled this year as opposed to two years ago.



Fuel shortage to have little impact on holiday travel

It is not expected that the current energy crisis will have much effect on plane holiday travel, according to an item in *Chicago Sun-Times* Travel Section.

Travelers are advised to build into their plans more flexibility as to departure times.

Despite the fact that planes and cruise liners are cutting flights and trimming their ports of call to reduce speed to save fuel, hardy American travelers will continue to range the country and the globe as long as they can book seats on a jet or a cabin on a cruise ship.

tennis safety tips

Here are a few tips to opening tennis cans with a ring pull opener.

1. Dry perspired hands; wet fingers slip as you pull the opening ring.

2. Don't yank off the top. Lift the straight up to cleanly break the scoring, put your thumb in the center of the lid, and peel the cover back slowly.

3. Don't reach into the can to pull the first ball; shake it out. These hints should eliminate some of the letters our readers have been having with opening of the new tennis ball cans.

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National Conference And Exhibit

The 33rd National Industrial Recreation Association Conference and Exhibit will be held in the Southern part of the United States for the first time in the Association's 33-year history. The Conference Committee reports an all-out effort by the Southern Delegation to bring fourth the most outstanding Conference and Exhibit in NIRA's past. The Conference opening ceremony will kick off on Friday, May 17, 1974, at 6 a.m.

Program Content

The Conference Program will have an even balance of program and administrative topics with highlights of management inputs of Recreation and Employee services. Employee recreation is one of the fastest growing benefits for employees and employers. This conference will look at these benefits as more than "fringe benefit".

Wives And Families

A special program is being coordinated for wives and families with the opening ceremony at Six Flags Over Georgia Park which will be a family night and will, for the first time, involve the entire family in the NIRA opening ceremony.

Post-Conference Tour

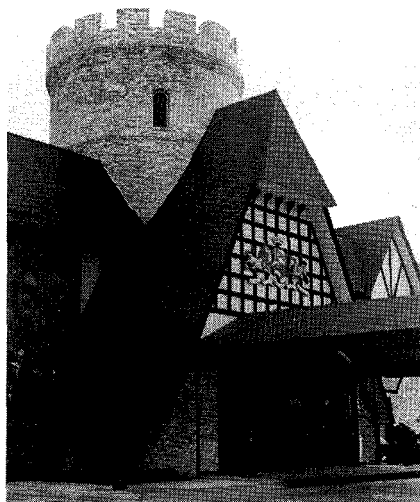
A special executive familiarization

tour is being planned for NIRA delegates and families at an extremely reasonable cost. Details of the tour will be published upon final negotiation.

PROGRAM

Friday May 17, 1974

- 8 AM Exhibitors begin set-up
- 11 AM Registration begins
- 12 PM Special
- 1 PM Committee Meetings
- 6 PM Official Conference Opening and address
Six-Flags Over Georgia
Family Night



You'll be treated like a "king or "queen" at the Royal Coach Motor Hotel in Atlanta "where out of the past comes a world of charm with all the luxuries of the present."

Saturday May 18, 1974

- 8 AM "Welcome You All" Regional Breakfast
- 9:30 AM Grand Opening of Exhibits
- 12 PM Management Luncheon "Employer of the Year Award"
- 2:30 PM Educational Sessions
- 5:30 PM Exhibit Hall opens

Sunday May 19, 1974

- 8 AM Breakfast
- 9 AM Annual Business Meeting & Election of Nat'l Officers
- 11 AM Lunch
- 2 PM Educational sessions
- 5 PM Exhibit Hall opens

Monday May 20, 1974

- 8 AM Breakfast
- 9:45 AM Grand Finale of Exhibits and Closing Luncheon
- 2:15 PM Educational session
- 6 PM Evening at underground Atlanta

Tuesday May 21, 1974

- 8 AM Breakfast
- 9:30 AM Educational session
- 12 PM Awards Luncheon
- 2:30 PM Educational session
- 7 PM President's Dinner Dance and closing dinner show

A Guide For The

By Mel C. Byers
Director of Corporate Recreation
Owens-Illinois, Inc.

Meeting Procedure

An informal meeting, void of structure and protocol, can often cause more problems than those being discussed. It is most important that an orderly meeting procedure be followed to avoid mistakes, confusion and misunderstandings. There must be a fair and orderly means to suggest, criticize, support or reject the proposals or operations of the association.

Just as essential are the recordings of such meetings, properly stated and acted upon to constitute what authority has been given plus what, where, when, and how the action will be taken. The minutes of meetings constitute the record and file for action taken and action to be taken, and must be in agreement with those attending the meeting; therefore, a sound parliamentary meeting procedure should be followed, and we offer the following guidelines in developing your meeting procedures.

PARLIAMENTARY PROCEDURE

How to Conduct a Meeting:

ORDER OF BUSINESS*

1. Chairman: The meeting will come to order.
2. The secretary will read the minutes of the last meeting. Minutes are read. Are there any corrections to the minutes? Corrections are suggested without motion or vote.

If there are no (further) corrections, the minutes stand approved as read (as corrected).

3. We will have the report of the . . . Officers (e.g., financial report by treasurer), standing committees, special committees.

Motion is made to adopt audited financial report; no action is taken on unaudited report. If committee report contains a recommendation, reporting member (usually chairman of the committee) moves that recommendation be adopted. Otherwise report is filed without action.

4. Is there any unfinished business? Action is completed on any business not settled when last meeting was adjourned. (See Handling Main Motions).
5. After unfinished business . . . Is there any new business? Each new motion is discussed and settled before another main motion can be proposed. (See Handling Main Motions).
6. After business is completed . . . Are there any announcements? If there is no further business, the meeting will stand adjourned.

If no business is presented . . . The meeting stands adjourned. If assembly wishes to adjourn meeting before all business is completed, meeting must be adjourned by motion.

*A quorum (the number of members necessary according to the Constitution or by-laws, to conduct business) must be present to hold a business meeting.

THE CHAIRMAN

1. Calls the meeting to order.
2. Keeps meeting to its order of business.
3. Handles discussion in an orderly way:
 - (A) Gives every member who wishes it a chance to speak.
 - (B) Tactfully keeps all speakers to rules of order and to the question.

Chairman

(C) Should give pro and con speakers alternating opportunities to speak.

4. Does not enter into discussion.
5. States each motion before it is discussed, and before it is voted upon.
6. Puts motions to vote and announced outcome.
7. May vote when his vote would affect the outcome, or in any case when voting is by ballot.
8. Should be familiar enough with parliamentary law to inform assembly on proper procedure.
9. May appoint committees when authorized to do so or if by-laws so provide.
0. May assist in wording of motions if maker requests assistance.

The chairman can remain seated during the meeting except at these times:

- A) To call the meeting to order.
- B) To put a question to vote.
- C) To give his decision on a point of order.
- D) May stand to recognize speakers (particularly if assembly is large.)

When speaking to the assembly, the chairman refers to himself as "The chair".

USE OF GAVEL:

- Tap once to call meeting to order.
- Tap once to maintain order.
- Tap once to declare adjournment.

HANDLING OF MAIN MOTIONS

1. Member stands:—Chairman:—
2. Chairman recognizes speaker:—
3. (propose)—(motion) . . .
4. I second the motion.
5. The motion has been made by (name of mover) and seconded that . . . Is there any discussion?

Discussion must be addressed to the chair (chairman). Motion may be changed by amendment. If the group does not wish to take final action on the motion, they may dispose of it in some other way. (See Rules for Handling Motions).

6. When discussion stops . . . If there is no further discussion (silence is taken as consent) the motion is . . . All in favor please say "Aye" (Yes). All opposed, please say "No".

If the chair is able to tell from this "voice vote" (viva voce) whether there are more "Ayes" or more "Noes", he announces the result.

7. The Ayes (or Noes) have it. The motion is carried (or is defeated).

If any one calls "Division" (question the voice vote), the chair calls for a show of hands or a standing vote. ((All in favor raise your right hand (or stand). All opposed . . .)

If a majority demand it, the vote may be taken by ballot.

AMENDMENTS CHANGE MOTIONS

1. After a main motion has been made and seconded . . . I move to amend the motion by . . . Inserting or adding a word, phrase or sentence. Striking out a word, phrase or sentence. Striking out and inserting a word or phrase or substituting a sentence or paragraph.

2. I second the motion to amend.

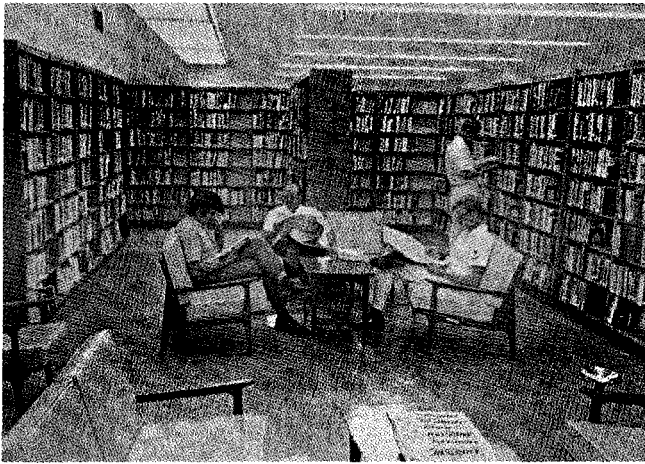
3. It has been proposed to amend the motion to read as follows . . .

Chair states the main motion and the amendment, so the group will understand how the amendment changes the motion. Amendment is handled in the same way as a main motion with . . .

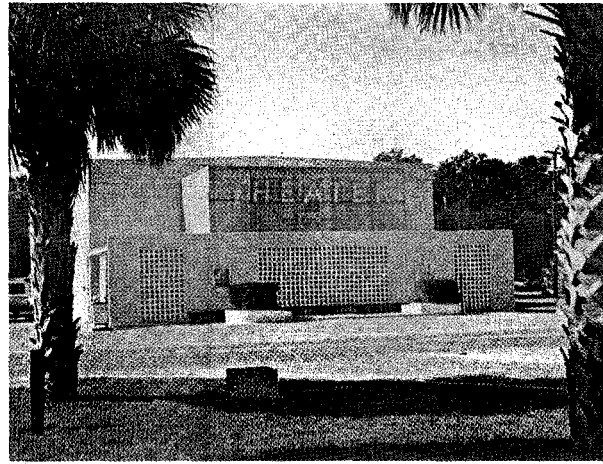
4. Discussion: Is there any discussion?
5. Question: If there is no further discussion, the amendment is . . .
6. Vote: All in favor of the amendment . . .

Chair announces the outcome: The amendment is carried (or defeated). The motion now before the house . . . (motion—plus the amendment, if carried).

company profile



Thousands of volumes of fiction and non-fiction are featured in the Naval Training Center's Library which offers a sound-proof music room and a reference study alcove. The Library is operated under the aegis of the Special Services Department.



The 750-seat theater features the latest films daily, and another of the many services offered to all military personnel, their dependents, retired personnel and civilian employees at the Naval Training Center.

Facilities, size highlight Navy's Special Services Department

By N. L. (Doc) Medley
Special Services Department
Naval Air Station

The Navy's Special Services Department in Orlando, Fla., serves 110,000 active duty, dependents and retired personnel in the Central Florida area—a group with a population larger than many of our nation's cities.

As a result, the Naval Special Services program has to be and is one of the most comprehensive and varied in the world, offering an overwhelming number of facilities.

The funds used by Special Services to provide its prodigious recreation facilities are received from the profits of the Navy Exchange Retail Stores located on board the Naval Training Center. These are not funds appropriated by Congress.

Facilities. .more facilities. .and more facilities more

BOWLING LANES. The bowling alley features lanes with automatic pin spotting, along with convenient snack bar, nursery, lounge, and bar.

* * *

GOLF COURSE. Special Services operates excellent 9-hole golf course featuring monthly tournaments and individual instruction available through the club pro.

* * *

GYMNASIUM. This facility is the place to go for basketball, weight training, badminton, handball, and all around exercise. All equipment, including use of the locker rooms, showers, sauna, and wearing apparel, tennis rackets, etc., can be used free of charge.

MARINA. The Marina, located on a nearby lake, provides a complete line of equipment for the boating enthusiast including boats and motors, level trailers, camping equipment, and fishing tackle.

* * *

NURSERY. Parents with children between the ages of five months to 10 years may use this service. Attendants are always present to see that children receive proper care and supervision.

* * *

THEATER. The 750 seat theater shows the latest feature films daily at 7 p.m., along with a "kiddies" show on Saturday mornings.

* * *

LIBRARY. Over 18,000 volumes are available in the library, along with a soundproof music room and a study alcove.

* * *

SWIMMING POOL and BEACH AREAS. Special Services operates a 25 meter by 25 yard swimming pool which is open all year round. We also operate large beach areas on an adjacent lake equipped with shaded picnic tables, barbecue pits, and playground equipment.

* * *

SKET RANGE. The skeet range is always available for groups of five or more.

* * *

AUTO HOBBY SHOP. The auto shop carries a complete line of tools and equipment for any type of vehicle repair. Technical instruction is available from the attendant on duty.

* * *

CERAMICS HOBBY SHOP. The ceramics shop provides fully qualified instructors, complete facilities, and a full line of supplies for sale.

* * *

ARTS HOBBY SHOP. Adult and children's classes meet regularly for instruction in painting, découpage, macrame, leatherwork, sculpture, copytooling, and many other crafts.

* * *

ELECTRONICS HOBBY SHOP. Instruction and equipment are provided for repairing personal stereos, radios and various electronic gear.

* * *

PHOTO HOBBY SHOP. Qualified instructors, photography classes, and a full line of equipment are available for photo buffs.

WOOD HOBBY SHOP. Assistance and equipment are provided for woodworking jobs of all sizes.

PUTTUTT COURSE. We operate a challenging 18-hole putt-putt course adjacent to the beach areas.

KINDERGARTEN. Parents with children in the 4 or 5 year old range may utilize this service to provide their children with pre-school training.

TOOL CHECKOUT SHOP. A wide variety of equipment is available for free checkout such as sanders, saws, drills, cement mixers, levels, axes, ice cream freezers, ladders, soldering irons, and other small tools.

* * *

TENNIS. Special Services operates eight tennis courts, six of which are fully lighted. Free tennis lessons are offered to all authorized personnel.

The Department is not content to maintain the status quo. Expansion is in the offing. During the next five years, Special Services will have more than \$5 million of projects planned that will enable it to continue to provide a complete and varied recreational program to serve the expanding number of authorized personnel in the Central Florida area.



Roller skating entertains more people in less space and requires less supervision. It is the most economical use for your gym space.

And roller skating won't scratch your floors. When you use CHICAGO roller skates with DURYTE plastic wheels, there is NO floor damage!

WRITE DEPT. 122

CHICAGO ROLLER SKATE COMPANY

4400 WEST LAKE ST. - CHICAGO, ILLINOIS 60624

associate profile



Abbey Victoria Offers Cure, Location

New York is a city that's filled with hotels—east, west side, all around the town. But if you're looking for a hotel that offers midtown's most ideal location—look no further than the Abbey Victoria.

Since it's located on the northeast corner of Fifth Avenue and 51st Street (right near Rockefeller Center), the hotel is in proximity to just about everything in Manhattan. Guests can actually walk to most of the places they want to see. And, they can stay in style while they're enjoying all the sights.

The hotel has been beautifully remodeled and decorated and has 1,000 air conditioned rooms. Every room has TV, private bath and shower. Services include beauty salon, valet, laundry, newsstand, theatre ticket agency, sightseeing and transportation desk, florist and souvenir shop. Restaurants in the hotel offer every variety; for a real treat, try the famous Stockholm Restaurant with authentic Swedish smorgasbord. An intimate cocktail lounge is a good place to plan the evening's activities. There's also a comfortable coffee shop with moderately priced meals.

Outside, all Manhattan beckons. Walk one block and you're at Rockefeller Center, home of the world-famous Radio City Music Hall. One or two blocks in any direction and you're ready for a certain time at your pick of fabulous Broadway shows (the ticket agency in the hotel will be happy to assist). Want to shop on exclusive Fifth Avenue? Two blocks and you're there. And the only problem you'll have in finding a restaurant is narrowing the choice.

If your employees want all the excitement of New York at the best value for their dollars, there's just one place to book them—the Abbey Victoria. The hotel that specializes in treating groups like individuals. (The Abbey Victoria has been a member of NIRA, for many years). Special low group rates are available for 15 or more people arriving at the same time.

NIRA Members get 'Bang' out of shooting sports— National Shooting Sports

The National Shooting Sports Foundation's message to NIRA members is—recreational shooting is fun and exciting—not that industrial recreation managers don't already know this. Take for example, the successful ARMCO-NIRA National Invitational Industrial Trapshoot. They've had record turnouts for two years. Two hundred teams from all over the country competed this year.

Shooting programs are universally popular. Why? First of all, shooting offers variety—trap, skeet, rifle and pistol target shooting, indoor and outdoor shooting, keen competition and informal practice.

Add the fact that shooting programs offer recreational opportunities on a year-around basis. Winter weather has no effect on indoor range activities, and clay target shooting can go on 12 months a year in many areas.

In addition, the shooting sports are great equalizers. There is no advantage in being young, athletic or male. With practice, the 100-pound grandmother can compete on an equal basis with anyone. By the same token, shooting is ideal for people with physical limitations and handicaps.

Obviously, the shooting sports have something good to offer for just about everyone. And since the National Shooting Sports Foundation exists for the purpose of encouraging participation in all phases of legitimate sporting firearms use, we are always ready to provide aid and advice to industrial recreation managers.

The Foundation publishes and distributes a wide-ranging list of literature on shooting-related subjects from, "How to Start a Gun Club" to "Firearms Safety in the Home," much of which can be put to good use in recreation programs. In addition, NSSF can supply expert information on the nuts and bolts of organizing and coordinating recreational shooting activities.

If the shooting sports aren't part of your recreational scheme, you're missing out on a good thing. We'd be happy to help you get in on the fun. All you have to do is write to the National Shooting Sports Foundation, 1075 Post Road, Riverside, Connecticut 06878.

associate profile



Northwestern Golf-Pioneers in Production of Quality Golf Clubs

Northwestern Golf Company is the world's largest exclusive manufacturer of golf clubs.

Next year will mark the 45th consecutive year Northwestern has been under single family ownership. The company was founded in 1929 by Nat Rosasco, Sr., and his two sons Nat, Jr., and LeRoy manage the business today as President and Executive Vice President, respectively.

Headquartered in Chicago, Northwestern distributes its broad line of golf equipment to retailers and golf professionals through manufacturers representatives in the United States, Europe, Japan and other countries around the world.

Through the help and assistance of the members of the Professional Advisory Staff, Northwestern has achieved recognition as the leader in developing and adapting new components for golf clubs.

The present staff members include such outstanding golfers as, Bruce Crampton, Byron Nelson, Homero Blancas, Bob Murphy, Chi Chi Rodriguez and Forrest Fezler.

The ladies' point of view is not overlooked and is represented by Debbie Austin and Margee Masters. All staff members assist in the development and field testing of Northwestern equipment.

Northwestern pioneered the manufacture of realistically priced golf clubs paving the way for countless new golfers to enjoy the increasingly popular sport which had been known as a "rich man's" game. The company introduced the lightweight steel shaft in 1964 to reduce fatigue and increase head speed for greater distance. In 1971, Northwestern introduced stainless steel shafts which incorporated all the advantages of lightweight steel plus the lasting finish of stainless. Northwestern was one of the first manufacturers to introduce the revolutionary new "Graphite" golf shaft which is one of the most exciting innovations in golf equipment in the last 20 years.

The objective upon which the company was founded has been to give the customer the best possible product and service at the fairest prices. It has been this principle that has motivated and guided Northwestern's development and progress and will continue to be the guideline in the future.

Group Vacations Offered Aboard Norwegian Caribbean Lines Ships

Among fond memories of the "good 'ole days" in these days of nostalgia is the "Gone Fishin'" sign which turned up on many a businessman's door indicating the entire staff was out enjoying a few days of rest and relaxation together.

While the sign has disappeared, the practice hasn't. In fact, today it's not at all unusual to find an entire 300-man factory or industrial complex temporarily shut down as the employees vacation in a group. And more and more frequently, it seems the destination is a Caribbean cruise, according to Norman Koppen, sales vice president of Norwegian Caribbean Lines, which operates three ships out of the New Port of Miami on seven and 14-day cruises to the Caribbean and South America. One of his main sources of sales is the company group that is vacationing together while the business back home is closed.

"Employee packages offer advantages through the savings inherent in group rates," Koppen said "and there's an intangible benefit as well. The camaraderie which develops aboard these cruises can't help but carry over to the plant or office when the group returns home, thus contributing to more pleasant working conditions."

Group business is an important part of NCL's total sales effort, accomplished, like the major share of its bookings, through travel agents. A staff of eight works exclusively in this area, handling groups ranging in size from a minimum of 15 to full-ship charters.

"Often the simultaneous vacation concept is expanded to mix business with pleasure," Koppen continued. "In such cases, the packages usually fall into two categories—incentive cruises offered to motivate peak performance by employees, or small—to medium—sized executive and sales meetings."

"We provide full convention service for such meetings as well—private rooms, printing of programs and agenda, use of audio-visual equipment, preparation of favors and souvenirs—at no cost to the group," Koppen added.

"And of course, our regular ship-and-shore

Continued on page 65

Are your charters legal?

Do you have problems getting airline contracts signed?

☐ yes ☐ no

You must have an airline contract to legally promote affinity (prorata) charters.

Is someone else guaranteeing to fill "your" seats?

☐ yes ☐ no

You may have ineligible participants on "your" airplane.

Are friends and neighbors of "members" going too?

☐ yes ☐ no

Only immediate family can go on an affinity charter.

Are payments and deposits in safe hands?

☐ yes ☐ no

You may wish they were.

Do you sponsor group travel just to save money?

☐ yes ☐ no

Get company priority for recreation and travel by knowing your objective.

Etsia can help you with year-round legal charters and employee travel programs which

- ☒ Require **no contracts**.
- ☒ Have **no minimum numbers**.
- ☒ Are open to friends, relatives, roommates and playmates.
- ☒ Provide **bonded performance** and **bank protection of payments**.
- ☒ Assist you to identify and **accomplish company objectives**.
- ☒ Have **U.S. C.A.B. approval**.

Avoid a coverup!



Call or write for complete details to

Etsia Inc.

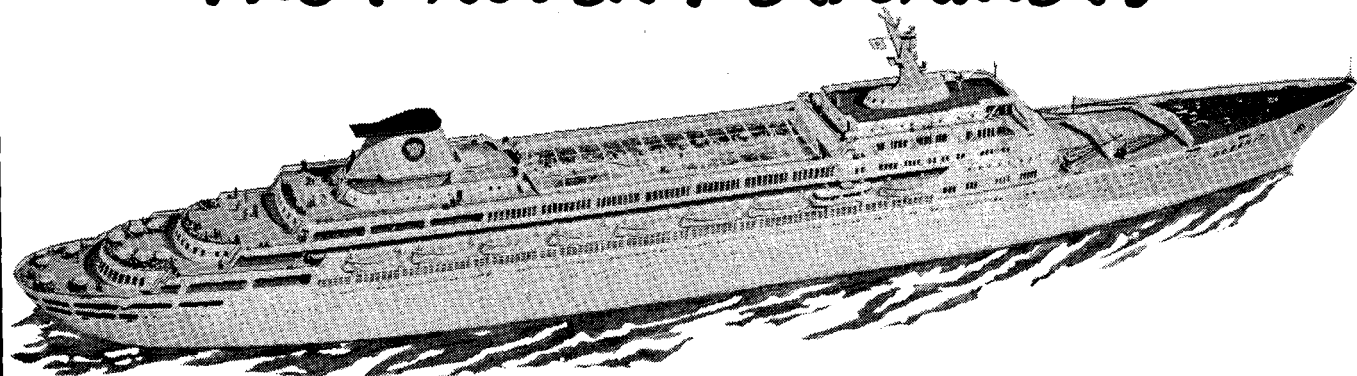
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New York, N.Y. 10036

(212) 246-9228—Out of town call collect.

Your Meeting at Sea Offers So Much More on

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No other one-week business and pleasure program
has ever been as widely acclaimed as

7-Day "Linger Longer" Nassau Cruises on the great

s/s

39,241-ton

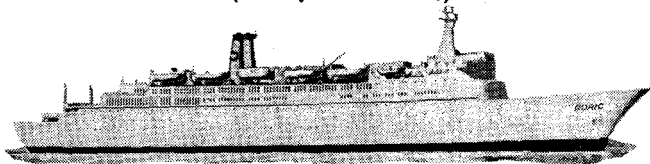
OCEANIC

Sailing from New York Every Saturday Spring thru Autumn
with ship your hotel for 2 days and 2 nights in Nassau!

AND FROM FLORIDA...

it's our bright new star, the 25,300-ton

s/s DORIC
(formerly s.s. HANSEATIC)



**Sailing winter and spring from Port Everglades
on Caribbean luxury cruises of 9 to 14 days**

Known as a ship of superior quality, the newly-named s.s. DORIC now features Home Lines' famous cuisine, activities and all-Italian service. Wide range of public rooms, 2 outdoor swimming pools, indoor pool with sauna and massage rooms. All cabins have private bathrooms, phones, individual climate controls. Over 80% outside cabins. All lower beds. 5 elevators.

The record speaks for itself: the popularity of the OCEANIC is so widespread, she has broken every existing passenger carrying record for 7-day cruises. And for good reason! Her magnificent facilities include the all-weather indoor/outdoor Lido pool deck under the unique retractable Magrodome roof. Home Lines is renowned for its superb cuisine and for the dedicated service of the all-Italian personnel. Sparkling activities include 4 orchestras, professional shows, movies, galas, parties, contests, games. All cabins have private bathrooms, phones, 2-channel stereo music, individual climate controls.

And the OCEANIC is especially suited for group cruises. There is a wealth of public rooms, for every requirement. We are fully equipped for meetings at sea... including TV for closed-circuit telecasting. And our experience in serving groups from 15 to a ship's charter of 1015 can be of invaluable help to make your program a success!

Panamanian Registry

PHONE OR WRITE FOR COMPLETE DETAILS AND FREE FULL COLOR BROCHURE!

Unrivalled for Quality Service... Home Lines Famous All-Italian Personnel

**HOME
LINES**

One WORLD TRADE CENTER • Suite 3969, New York, N.Y. 10048 • Phone (212) 432-1414
Offices in Principal Cities

RM Yearly Index

HOW TO USE: Every article which appeared in R/M during 1973 is classified in this index, which is intended to serve as a ready reference tool to industrial recreation topics. Seek out the category first, then run down the list of articles (listed in order of appearance) for each category.

Cultural and Social Activities

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Sleeping bag tips	March	20
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Good Things to Read	June/July, Nov.
Meet Your Board	Jan./Feb., Sept., Oct., Nov.
News in Brief	Jan./Feb., March, May, June/July, Aug., Sept., Oct., Nov., Dec.
NIRA News	All Issues
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Professional Services Directory	Jan. to May; Nov. to Dec.
Tournament News	December
The Trading Post	Jan./Feb, March
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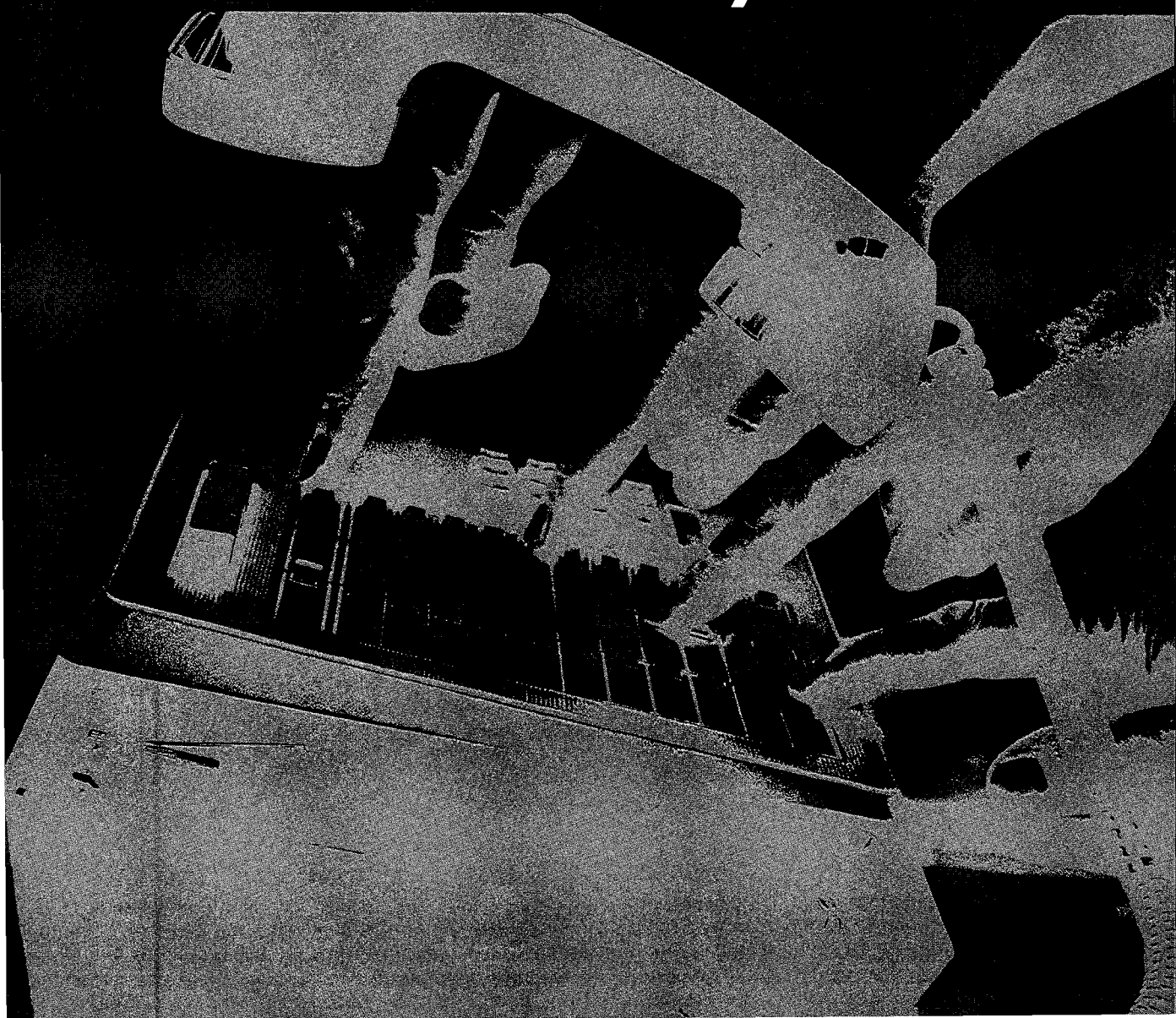
If the final form of the bill does contain the clause about recreation as "non-essential", NIRA members should urge the President to consider a statement he made to NIRA in April of this year: "America's growing productivity has added considerably to the leisure-time of its workers. But the value of these leisure hours is ultimately determined by how they are used. I am pleased to note that the business community is systematically sponsoring employee programs that offer opportunities not just for relaxation and enjoyment, but

Continued on page 65

recreation management

The World's Finest Products and Services for Employee Recreation

1974 Buyer's Guide and Services Directory Section



At Movieland, you'll see more stars in one afternoon than you'll find in Hollywood in a year.



We hate to burst your bubble, but finding movie stars isn't all it's cracked up to be. You're not about to find Paul Newman hanging around Hollywood and Vine. Or sipping a soda with Joanne Woodward at that famous drug store.

No, the best place to find Hollywood is in Buena Park. At the Movieland Wax Museum.

At Movieland you'll find over 125 of your favorite stars, just as they appeared in their most famous roles. You can walk through authentic reproductions of

scenes from the pictures and see many of the stars wearing the magnificent costumes actually used in filming.

So, if you're looking for movie stars, don't waste your vacation on movie maps and bus tours, come to Buena Park. And find the best of Hollywood.

Movieland Wax Museum

7711 Beach Blvd., Buena Park, California 90620



Discover Japanese Village BUENA PARK

Thousands of families are discovering Japanese Village. Exciting shows with tigers, dolphin and bears. Tame deer and doves. Exotic shops. Authentic food.

For Agent's discount schedule and information about Special Movieland Wax Museum/Japanese Village combination ticket rates write: CYNTHIA SHIELDS, Manager, Tour and Travel, Japanese Village, 6291 Burnham Street • Buena Park • Ca. 90621 • or call (714) 522-8353.

Support Our Advertisers, Associate Members and Exhibitors

Our Editor, National Sales Director and the entire NIRA staff have painstakingly compiled this most comprehensive listing of suppliers of recreation products and services. This Buyer's Guide and Services Directory should provide an immediate ready reference of the names and telephone numbers of suppliers who have supported the Association throughout the past year.

Nearly every day I refer to the Buyer's Guide for a telephone number or reference, and I hope you will find it as valuable. The 1974 Buyer's Guide and Services Directory is the only comprehensive listing of products and services for industrial recreation programs. The firms listed here have significantly supported the Association as Advertisers, Associate Members and Exhibitors, and are leading suppliers in their fields. Their support is indicated to you and our staff that they sincerely care about NIRA, its membership and the future of industrial recreation.

While there are other suppliers to the industrial recreation field, the National Industrial Recreation Association urges you to give strong consideration

to these NIRA Advertisers, Associate Members and Exhibitors when making your next purchase or when requiring assistance or information.

We have attempted in the past, and will continue in the future to provide our supporting firms with the greatest possible variety of media to reach you better. Advertisers receive all direct business referrals, which you send us on your Planning Service Card requests and through direct correspondence. Our addressing service for Associate Members facilitates their communication with you on a direct-mail basis. For Exhibitors, we provide a complete list of conference delegates, whereby the exhibitors can follow-through on contacts made there.

The most important way we can repay the firms listed in the following pages, however, is to respond to their interest by giving them your first consideration in all planning or buying situations. Through this interchange, the Association will grow and strengthen.

Photo courtesy of Western Electric Co.

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NIRA 1973 BUYER'S GUIDE

ARTS AND CRAFTS HOBBIES AND GAMES

GENERAL SPORTCRAFT COMPANY, LTD.

(201) 384-4242

A complete line of sporting goods and games for family fun, manufactured under the motto "Quality Beyond the Ordinary."

— Michael A. Sloane, Sales Manager,
130 Woodbine St., Bergenfield, N.J. 07621.

ATHLETIC APPAREL

ATHLETIC APPAREL

CHAMPION PRODUCTS, INC. (761) 271-2235

Imprinted T-shirts, sweatshirts, jackets and athletic uniforms to add prestige to your recreation program. Leading supplier to colleges, high schools and professional teams. Order directly from manufacturer; salesmen in every state. Catalog on request.

— John George, Director of Sales,
115 College Ave., Rochester, N.Y. 14603

SAND-KNIT

(414) 361-0808

Complete line of athletic apparel and "Kasual" clothing for every sporting event.

— Patrick S. Dallas, Assistant Sales Manager,
290 Junction, Berlin, Wisc. 54923.

BUYING SERVICES

For Programs & Employees

COMPASS CLUB, INC.

(714) 283-2388

The Compass Club offers superior recreation and leisure opportunities at a savings in time and money; host of other membership benefits. Special offers to NIRA Company Members.

— Marvin Rand, Vice President, 3959 Triverton Pike,
Madison, Wisc. 53711.

LITTON INDUSTRIES, DIAMONAIR DIVISION

(201) 539-5500

Jewelry products.

— Thomas A. Conroy, Kris Keimig
200 East Hanover, Morris Plains, N.J. 07950.

OSP, A SUBSIDIARY OF THE READER'S DIGEST ASSOC., INC. (914) 769-7000

OSP, is the largest fund-raising sales organization in America, and provides the most comprehensive programs for any size organization. The most expensive line of famous-name candies, like Heath's, "M & M's" and Stuckey's, a choice of 200 magazine titles and a complete line of holiday gift packages. Names and products that people know, like and buy, which means success in meeting every organization's fund-raising goal.

— Walter Mills, P.O. Box 301, Pleasantville, N.Y. 10570.

Ad appears on Cover III
Reader Service Card No. 1

TECHNICOLOR, INC.

(213) 843-7400

Complete photofinishing service plus a line of film products offers an exciting new profit package to employee groups. Technicolor offers exclusive Full-Vue prints, color-rich slides and movies, enlargements, movie splicing and cartridging at special rates. Club members send no money with orders and are billed once a month for services used. Total color with total convenience.

— C. B. Miller, Director, Sales Promotion,
3015 Winona Ave., Burbank, Calif. 91504

Ad appears on Cover IV
Reader Service Card No. 2

ENTERTAINMENT

A NITE AT THE RACES, INC. (212) 769-7355

Offers a horse race game played with a 16 mm sound projector in color and sound. Basic package consists of six races and a Daily Double. Official programs, mutual tickets, control sheets, play money and a tote board are provided. Simple step-by-step instructions are included.

— Nat Schwaber, Director of Operations
2320 Avenue U, Brooklyn, N.Y. 11229

BUSCH GARDENS

(213) 989-5300

Located in California, Florida and Texas. Each location unique. Outdoor family entertainment features live animals, birds, exciting rides and entertaining shows.

— Mike Walker, 16000 Roscow Blvd., Van Nuys, Calif. 91406.

CEDAR POINT AMUSEMENT LAND (419) 626-0800

More than 100 rides and attractions await your organization at Mid America's Finest Family Fun Center. Group rates available.

— Mike Huling Publicity/Promotions Mgr.
P.O. Box 759, Sandusky, Ohio 44870

CE CAPADES, INC. (213) 469-1912

Capades gives special attention to industrial rates on tickets all cities on its schedule.

Liz Osburn, Director of Group Sales
6121 Santa Monica Blvd., Hollywood, Calif. 90038

Ad appears on page 64
Reader Service Card No. 3

MOVELAND WAX MUSEUM (714) 522-1154

**Buena Park
(213) 628-6967
Los Angeles**

If you and your family have not recently visited this remarkable cars' Hall of Fame, come and participate with your children in any great moments from movies and television. Elaborate sets, realism and participation are the keys to a unique entertainment experience for all the family.

Group Services, 7711 Beach Blvd., Buena Park, Calif. 90620

Ad appears on page Cover II
Reader Service Card No. 37

NEW YORK YANKEES, INC. (121) 293-4300

This year marked the 50th anniversary of Yankee Stadium. Why not are now about group arrangements? Seating together and a home on the scoreboard are just the beginning of golden summer

ed Bachman, Manager, Special Projects
Yankee Stadium, Bronx, N.Y. 10451

**GLING BROTHERS
RNUM & BAILEY CIRCUS (202) 833-2700**

greatest show on earth. Family entertainment for your many employees at tremendous savings.

lenn Graves, 1015 - 18th St., N.W.,
Washington, D.C. 20200

A WORLD, INC. (714) 222-6363
**San Diego, Calif.
(216) 562-8101
Aurora, Ohio
(305)859-3607
Orlando, Florida**

d famous marine park located in San Diego, Calif., Aurora,
and, just opening this month, Orlando, Florida. Home of
u, star performing killer whale. Sea World offers unique
tainment for the entire family.

dy Larsen, 1720 South Shores Rd., San Diego, CA 92109
Gallagher, 1100 Sea World Dr., Aurora, Ohio 44202
d Harvey, 6363 Taft-Vineland, Orlando, Fla. 32809

FLAGS OVER GEORGIA (404) 948-9290

oremost family entertainment center in the Southeast combin-
istory and fun into more than 100 exciting rides, shows and
ctions. Special discount programs are available for NIRA
bers. For more information contact:

an E. Krantz, Group Sales Manager,
P. Box 43187, Atlanta, Georgia 30336

**SIX FLAGS OVER
MID-AMERICA****(314) 938-5300**

Two hundred acres of all the rides and shows you can see in a day for a single price.

— James E. Wright General Sales Manager,
P.O. Box 666
Eureka, Mo. 63025

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Texas' top tourist attraction, located in Arlington, midway between Dallas and Fort Worth. More than 95 rides, shows and attractions on a lavishly landscaped 145-acre site.

— Byron C. Caruthers, General Sales Manager,
P.O. Box 191
Arlington, Texas 76010

UNIVERSAL STUDIOS (213) 985-4321

A Universal Studios tour is where you share the film-making secrets through the fascinating world of cinema. You can squeeze in a ski vacation without squeezing your budget at Yosemite and the Amphitheatre, an outstanding outdoor theatre in which top entertainers perform. All this can be yours at a discount through the Fan Club Card.

— Rose Cone, Universal Studios Tour, Producers' Club
P.O. Box 8620, Universal City, Calif. 91608

Ad appears on page 68
Reader Service Card No. 4

**WALT DISNEY'S
MAGIC KINGDOM CLUB (714) 533-4456**

Walt Disney's Magic Kingdom Club goes nationwide.

— Milt Albright, Executive Director,
1313 Harbor Rd., Anaheim, Calif. 92803

**YOSEMITE MT.
SUGAR PINE RAILROAD (209) 683-7273**

Yosemite Travelers—ride a restored steam railroad into history near Yosemite's south entrance on Highway 41. An exciting 3/4-hour adventure. Fun for the whole family. Museum, logging display, picnic area, craftshops, food and gifts.

— Rudy Stauffer, Y.M.S.P.R.R., Yosemite Mountain,
Fish Camp, Ca. 93623

Ad appears on page 57
Reader Service Card No. 36

EQUIPMENT AND FACILITIES

AMF BOWLING PRODUCTS (516) 333-6900

Complete line of bowling lane equipment: Automatic Pinspotters, Streamlane 21 Equipment, bowling lanes and supplies. Also AMF bowling balls, bags and shoes.

— Al Spanjer, Dir. Marketing Services,
Jericho Turnpike, Westbury, N.Y. 11590

AM-FINN SAUNA**(609) 963-2159**

Prefabricated for easy installation and perfect for offices, clubs and all other recreational facilities. Am-Finn Saunas provide you with special, beneficial dry heat without any need for plumbing maintenance.

— Joe Welsh, Sales Manager,
Haddon Ave. and Line St., Camden, N.J. 08103

BAUGHMAN-OSTER, INC.**(217) 824-3305**

Baughman Recreation Shelter, sturdy, colorful, easily erected and practically maintenance-free. Available sizes: 15', 21' and 27'.

— Art D. Anthony, Vice President,
P.O. Box 368, Taylorville, Ill. 62568

**BRUNSWICK DIVISION,
BRUNSWICK CORPORATION****(312) 982-6000**

A new, exciting super-fast, one-on-one, game of skills. Puck actually floats on air—travels faster than the eye can follow. Proven profit power.

— Don Starin, Promotion Manager
One Brunswick Plaza, Skokie, Ill. 60076

CASWELL EQUIPMENT CO., INC.**(612) 377-1730**

Since 1926, Caswell has supplied a complete line of indoor and outdoor shooting range equipment, including target retrieval systems, bullet traps and accessories. Assistance available at all stages of planning.

— T. N. Busch, Vice President, 1215 Second Ave., N.,
Minneapolis, Minn. 55405

GAME TIME, INC.**(517) 542-2345**

"Imagineered" park and school equipment.

— Jerry Grabinski, 900 Anderson Rd.,
Litchfield, Mich. 49252

GENERAL SPORTCRAFT CO. LTD.**(201) 384-4242**

A complete line of sporting goods and games for family fun, manufactured under the motto "Quality Beyond the Ordinary."

— Michael A. Sloane, Sales Manager,
140 Woodbine St., Bergenfield, N.J. 07621

GOLFOMAT**(703) 549-3400**

Golf played indoors, utilizing computerized electronics and optics. Players hit regulation free-flying balls, use all clubs, swing with all the force and finish required outdoors.

— Dan Creveling, 816 N. St. Asaph St.,
Alexandria, Va. 22314

**HEALTH AND EDUCATION
SERVICES CORPORATION****(312) 766-3400**

Manufacturer and distributor of revolutionary new exerciser, Exer-Cor, which conditions heart and lungs, tones muscles and helps

improve coordination all at once. Compact and transportable.

— James A. Muehlenbein, General Manager
7N015 York Rd., Bensenville, Ill. 60106

HOWMET CORPORATION**(501) 234-4260**

The company which pioneered aluminum stadium seating also manufactures picnic tables and other outdoor equipment.

— William Keith, P.O. Box 40, Magnolia, Ark. 71753

LOMMA ENTERPRISES, INC.**(717) 343-4741**

Manufacturers and national distributors of prefabricated, portable miniature golf courses. Installed indoors or outdoors in one day. Excellent financing.

— J. J. Lomma, Advertising Manager,
Lomma Building, Scranton, Pa. 18503

Ad appears on page 56 Reader Service Card No. 5

MARCY GYM EQUIPMENT CO.**(213) 247-6611**

Quality manufacturers of the most complete line of physical fitness products including: multistation weight machines, treadmills and saunas. Instructional wall charts, individual data cards and instructional book available upon request.

— Parker Mahnke, 1736 Standard Ave.,
Glendale, Calif. 91201

MINI-GYM, INC.**(816) 836-1300**

Manufacturers of a complete line of exercise equipment for the home, office or institution.

— Glen Henson, President,
Box 266, Independence, Mo. 64051

MIRACLE EQUIPMENT CO.**(515) 236-7536**

Complete line of playground equipment featuring steel and fiber glass swings, slides, whirls, tables, benches and shelters in permanent colors. New three- and five-row portable bleacher in colored steel and fiber glass. All metal supports and frames can be supplied with MIRACOTE, a revolutionary new finish seven times thicker than paint.

— D. H. Howig, Sales Administrator,
Box 275, Grinnell, Iowa 50112

NORTH AMERICAN RECREATION**(203) 336-21**

—Indoor recreation equipment specially designed for extra heavy duty use. Featuring: roll-a-way billiards carom, table tennis, soccer and shuffleboard tables.

—Full line of recreation equipment for the handicapped, featuring height adjustable game tables. The bowling ball with the handle and the super sports wheel chair.

—Break-through in bench slat materials—the no maintenance permasla.

— Barry H. Traub, Vice President,
P.O. Box 758, Bridgeport, Conn. 06601

CO SCOREBOARD COMPANY(618) 664-0360

boards for all sports: basketball, hockey, baseball, football, ping, track, wrestling, soccer. Forty years of manufacturing experience allows us to fill any type of requirement. Write for free literature.

J. Nevinger, President,
E. Harris Ave., Greenville, Ill. 62246

NTON INSTRUMENTS

ment ideal for fitness evaluation or general exercise. For more information write:

t. E-2, 3051-44th Ave. W., Seattle, Wash. 98199

REACTION EQUIPMENT CORP.(317) 643-5315

Manufacturers of heavy-duty playground equipment, pool deck equipment and indoor basketball backstops.

John D. Nash, Sales Manager,
Box 2188RM, Anderson, Indiana 46011

CO PRODUCTS, INC. (716) 837-7474

Products, Inc. manufacturers new simplified "do it yourself" making equipment. Now you can make your own signs to use for all your activities.

Lynd E. Benzing, 47 Liberty Terrace,
Halo, N.Y. 14215

VERSAL ATHLETIC ES COMPANY

(209) 251-4251

Manufacturers of the finest recreational fitness systems in the world. Stationary design provides finest quality, maximum safety and reduction of costly maintenance. Free consulting services available.

J. Coker, National Sales Manager,
8 North Sierra Vista, Fresno, Calif. 93703

NG SAUNA CO.

(408) 294-4311

Used areas of your recreational facility into a fitness center with low hours. Stocking, installing distributors located across the country. Custom designed from your floor plans.

Bert J. Hanley, 909 Park Ave.,
Box 6928, San Jose, Calif. 95150

NYL PLASTICS, INC.

(414) 458-4664

Manufacturers of Slick, the iceless ice skating and multi-purpose recreational floor surface. Slick provides firm footing for football, volleyball, dancing, banquets, etc., plus it is great for figure and free-style ice skating. Installed like vinyl tile with no special skates or machinery required.

J. Chapman, Manager, Promotion, 3123 South 9th St.,
Sheboygan, Wisc. 53081

Ad appears on page 64
Reader Service Card No. 6

WORLD WIDE GAMES, INC.

(614) 363-2324

Adult wooden games, including Skittles, Sockey Korean Yoot, Dutch Shuffleboard and Helma.

— Mary Lee Bailey, Treasurer, Box 450 RM,
Delaware, Ohio. 43015

YORK BARBELL COMPANY

(717) 848-1541

The best and most famous barbell and gym equipment in the world, operated by a six-time U.S. Olympic weight-lifting coach. Also books on weight training and scientifically designed food supplements.

— Bob Hoffman, York, Pa. 17405

FACILITY PLANNERS

Professional Services

A. BLANKENBURG

(312) 263-5441

Environmental graphics: marks, signings and visual complements for recreational facilities.

— Arthur W. Blankenburg, 2 North Riverside Plaza,
Chicago, Ill. 60606

Ad appears on page 68
Reader Service Card No. 7

AMERICAN HOME ASSURANCE COMPANY

Fare guard insurance for charter or group flight travel participants. Also optional protection: accidental death, medical, in-hospital and baggage coverage.

— Dept. ASO63, 102 Maiden Lane, New York, N.Y. 10005

HUGH G. GOLDSMITH & ASSOCIATES, INC.

(206) 622-1080

Recreational planning, programming, design and consultation.

— Hugh G. Goldsmith, 512 Lyon Building,
Seattle, Wa. 98104

Ad appears on page 8.
Reader Service Card No. 39

KOTZ AND SCHNEIDER (315) 475-4157

Land and recreation planning and design. Site selection, feasibility studies, master planning, design and consultation.

— Anthony W. Kotz, 307 S. Townsend Street,
Syracuse, N.Y. 13202

Ad appears on page 8
Reader Service Card No. 8

FOOD/BEVERAGES VENDING

CANTEEN CORPORATION (312) 751-7500

Food Service Management company provides complete range of food and vending services to industry, commercial locations, hospitals, nursing homes, schools, recreation facilities and famous restaurants.

— Paul G. Duffy, Vice President-Marketing,
1430 Merchandise Mart, Chicago, Ill. 60654

FUND-RAISING

**QSP, A SUBSIDIARY OF THE (914)
READER'S DIGEST ASSOC., INC. 769-7000**

QSP is the largest fund-raising sales organization in America; and provides the most comprehensive programs for any size organization. The most extensive line of famous-name candies, like Heath's, "M & M's" and Stuckey's, a choice of 200 magazine titles and a complete line of holiday gift packages. Names and products that people know, like and buy, which means success in meeting every organization's fund-raising goal.

— Walter Mills, P.O. Box 301,
Pleasantville, N.Y. 10570

Ad appears on Cover III
Reader Service Card No. 1

TECHNICOLOR, INC. (213) 843-7400

Complete photofinishing service plus a line of film products offers an exciting new profit package to employee groups. Technicolor offers exclusive Full-Vue prints, color-rich slides and movies, enlargements, movie splicing and cartridging at special rates. Club members send no money with orders and are billed once a month for services used. Total color with total convenience.

— C. B. Miller, Director-Sales Promotion,
3015 Winona Ave., Burbank, Calif. 91504

Ad appears on Cover IV
Reader Service Card No. 2

PRIZES/TROPHIES GIFTS

CREATIVE AWARDS BY LANE (312) 782-2317

Recognition awards, trophies, plaques, ribbons, buttons, emblematic jewelry, business gifts, advertising specialties, prizes, novelties.

— Don Thompson, General Manager,
32 W. Randolph St., Chicago, Ill. 60601

Ad appears on page 68
Reader Service Card No. 9

**DAVE SHANKER (216) 241-3817
INDUSTRIES, INC.**

We specialize in party favors and custom-made packages of toys for all age groups. Serving NIRA members 22 years.

— Dave Shanker, President
1640 Superior Ave., Cleveland, Ohio 44114

Ad appears on page 15
Reader Service Card No. 10

SERVICE ORGANIZATIONS

**AMATEUR ATHLETIC UNION (317) 297-2900
OF THE UNITED STATES**

Information on 19 amateur sports governed by the Amateur Athletic Union of the United States. Rules books on each sport in addition to free Junior Olympic and Physical Fitness material.

— Jerry L. Duhamell, 3400 West 86th St.,
Indianapolis, Ind. 46268

AMERICAN BOWLING CONGRESS (414) 421-6400

World's largest participation sports organization. Non-profit, non-commercial membership services, rules and equipment specifications for male bowlers in 50 states, Canada, Puerto Rico and armed services around the world. Approximately 4.2 million members. Offers tournament sanctioning program, monthly magazine publication, national newsletters, complete film loan library, field services programs plus myriad other services.

— John Hilbert
5301 S. 76th St., Greendale, Wisc. 53219

ATHLETIC INSTITUTE, THE (312) 644-3020

Not-for-profit organization devoted to the advancement of athletics, physical education and recreation. Producer and distributor of "Sports Techniques", audio-visual and published instructional

Robert G. Bluth, Director of Publications and Promotions
The Athletic Institute, 7th Floor, Merchandise Mart,
Chicago, Ill. 60654

**BOWLING PROPRIETORS
ASSOCIATION OF AMERICA (312) 894-5800**

National, non-profit association of bowling center operators created to promote the growth of the bowling industry. Provides management information on all phases of the sport to members. Publishes THE BOWLING PROPRIETOR.

Admiral A. Wapensky, Executive Director,
55 W. Higgins Rd., Hoffman Estates, Ill. 60172

NATIONAL BOWLING COUNCIL (202) 659-1570

Materials and programs for the promotion of bowling in industry.

Lance Elliott, Director of Advertising and Public Relations
128 16th St., N.W., Washington, D.C. 20036

Ad appears on page 5
Reader Service Card No. 11

**NATIONAL INDUSTRIAL
CREATION ASSOCIATION (312) 263-6696**

National, non-profit association dedicated to promoting recreation organization employees. Major source of recreation program information to corporate recreation directors. National tournaments, contests, conferences, awards program, publication consultation and certification of recreation directors. Publishers of RECREATION MANAGEMENT magazine. Membership available to organizations, individuals and manufacturers and suppliers of recreation products and services.

Michael A. Fryer, Executive Director,
Suite 234, 20 N. Wacker Dr., Chicago, Ill. 60606

**NATIONAL RIFLE ASSOCIATION
AMERICA (202) 783-6505**

Non-profit membership organization to promote firearms safety in home and in the field.

E. Giesy, 1600 Rhode Island Avenue, N.W.,
Washington, D.C. 20036

**NATIONAL SHOOTING SPORTS
FOUNDATION, INC. (203) 637-3618**

A national organization of manufacturers, distributors and dealers for promoting the shooting sports. The literature line has over 30 pieces to help sportsmen and gun clubs; some literature is free and other is sold.

— Gary Sitton, Public Relations,
1075 Post Rd., Riverside, Conn. 06878

**NATIONAL SPORTING GOODS
ASSOCIATION (312) 944-0205**

Industrywide trade association for sporting goods retailers, jobbers, team distributors and manufacturers. Publishers of SELLING SPORTING GOODS magazine.

— G. Marvin Shutt, Executive Director,
717 N. Michigan Ave., Chicago, Ill. 60611

**WOMEN'S INTERNATIONAL
BOWLING CONGRESS (414) 421-9000**

Membership service organization for 3.3 million sanctioned women bowlers in the United States, Canada, several other countries. Supplies materials, awards, holds national tournament. Film library. Hall of Fame/Bowling Museum.

— Mrs. Freda S. Botkin, Executive Secretary-Treasurer,
5301 S. 76th St., Greendale, Wisc. 53129

**SPORTING GOODS
Baseball-Softball**

DUDLEY SPORTS COMPANY (212) 594-7840

Leather and rubber-covered baseballs and softballs, aluminum bats, baseball and tennis pitching machines.

— Charles H. Gilbert, President,
29 West 34th St., New York, N.Y. 10001

HANNA MANUFACTURING (404) 548-2244

Full line of wooden baseball, softball and little league bats; also aluminum little league and softball bats.

— John Broadnail, National Sales Manager, Athens, Ga. 30601

HILLERICH & BRADSBY CO. (502) 585-5226

Louisville Slugger and H&B baseball, softball and Little League bats. Magnesium and aluminum bats for softball and Little League.

— Frank McMenamin, P.O. Box 506, Louisville Ky. 40201

Ad appears on Cover II
Reader Service Card No. 12

J. deBEER & SON, INC.**(518) 438-7871**

Manufacturers of baseballs and softballs.

— Frederick S. deBeer, Jr., Secretary-Treasurer,
P.O. Box 11-570, Albany, N.Y. 12211

HILLERICH & BRADSBY CO. (502) 585-5226

H&B Louisville Slugger baseball, softball and Little League bats and "Power Bilt" golf clubs.

— Frank McMenamin, P.O. Box 506, Louisville, Ky. 40201

Ad appears on Cover II

Reader Service Card No. 12

MACGREGOR COMPANY**(513) 733-2000**

Manufacturer of golf, football, basketball, baseball and tennis equipment. Also major manufacturer of roller skates and golf shafts.

— Robert D. Rickey, Vice President,
175 and Jimson Rd., Cincinnati, Ohio 45215

Basketball

MACGREGOR COMPANY**(513) 733-2000**

Manufacturer of golf, football, basketball, baseball and tennis equipment. Also major manufacturer of roller skates and golf shafts.

— Robert D. Rickey, Vice President,
175 and Jimson Rd., Cincinnati, Ohio 45215

Bowling

AMF BOWLING PRODUCTS**(516) 333-6900**

Complete line of bowling lane equipment. Automatic Pinspotters, streamlane 21 Equipment, bowling lanes and supplies. Also AMF bowling balls, bags and shoes.

— Al Spanjer, Director, Marketing Services,
Jericho Turnpike, Westbury, N.Y. 11590

Golf

DECKSON GOLF ENTERPRISES**(312) 279-7726**

All types of golf equipment, including the Pro-Line clubs, and balls, as well as tennis equipment sold. All orders are shipped within 48 hours throughout the United States. Write for the 36-page four color catalog. We are a wholesale golf specialist.

— F. R. Simpson, 116-118 So. York, Elmhurst, Ill. 60126

Ad appears on page 53

Reader Service Card No. 13

HOUSE OF GOLF**(419) 382-8982**

Specializing in golf equipment and pool tables. All Pro Shop and store lines in golf; Fischer, Brunswick and Minnesota Fats pool tables. Also, Wurlitzer and Kimball organs. Special prices for NIRA members on all prepaid orders.

— Fred Hockenberger, 776 Carlton Ave.,
Toledo, Ohio 43609

MACGREGOR COMPANY**(513) 733-2000**

Manufacturer of golf, football, basketball, baseball and tennis equipment. Also major manufacturer of roller skates and golf shafts.

— Robert D. Rickey, Vice President, 175 and Jimson Rd.,
Cincinnati, Ohio 45215

NORTHWESTERN GOLF CO.**(312) 275-0500**

World's largest exclusive manufacturer of golf clubs. In business for 44 consecutive years. Offering premium golf clubs from 18-8 stainless steel investment casting (lost wax process) to junior sets for the 5 to 9 year olds.

— Sam Parks, 4701 N. Ravenswood Ave., Chicago, Ill. 60640

PLYMOUTH GOLF BALL CO.**(215) 828-7400**

Manufacturer of quality golf balls.

— A. J. Zilligen, National Sales Manager, Butler Pike,
Plymouth Meeting, Pa. 19462

RAM GOLF CORP.**(312) 345-4100**

America's largest exclusive golf manufacturers. First to introduce a Surlyn-covered golf ball. Ram 3-D, the first wound distance ball you can't cut, is now first in sales in retail stores.

— M. L. Dahl, 2020 Indian Boundry Dr.,
Melrose Park, Ill. 60160

Shooting Sports

BENJAMIN AIR RIFLE CO.**(314) 231-4469**Manufacturers of Benjamin Air Rifles and Pistols. Benjamin Co₂ Gas Rifles and Pistols, Benjamin Lead Pellets, Lead or Steel (BB) Shot, CO₂ Cartridges, Bell targets, holsters, peep sights.

— A.P. Spack, Jr., President, 1525 S. 8th St.,
St. Louis, Mo. 63104

SMAN ARMS COMPANY (716) 377-5150

and CO₂ BB/Pellet Rifles and pistols and accessories.
 Ralph R. Esposito, 980 Turk Hill Rd., Fairport, N.Y. 14450

CKSON GOLF ENTERPRISES(312) 279-7726

types of golf equipment, including the Pro-Line clubs, and
 as well as tennis equipment sold. All orders are shipped
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 color catalog. We are a wholesale Golf Specialist.
 R. Simpson, President, 116-118 So. York,
 mhurst, Ill. 60126
 Ad appears on page 53
 Reader Service Card No. 13

LEY SPORTS (212) 594-7840

er and rubber covered baseballs and softballs, aluminum bats,
 ill and tennis pitching machines.
 Charles H. Gilbert, President, 29 West 34th St.,
 York, N.Y. 10001

GREGOR COMPANY (513) 733-2000

acturer of golf, football, basketball, baseball and tennis
 ment. Also major manufacturer of roller skates and golf shafts.
 bert D. Rickey, Vice President, 175 and Jimson Rd.,
 pinnatti, Ohio 45215

Miscellaneous

**CHICAGO ROLLER
KATE COMPANY (312) 379-3800**

manufacturer of roller skates of all kinds and source of
 information on roller skating program, parties and so forth.
 Joseph F. Shevelson, Vice President, Marketing,
 2450 W. Lake Street, Chicago, Ill. 60624

Ad appears on page 21
 Reader Service Card No. 14

**ERAL SPORTCRAFT
PANY, LTD. (201) 384-4242**

complete line of sporting goods and games for family fun,
 actured under the motto "Quality Beyond the Ordinary."
 ael A. Sloane, Sales Manager,
 enfield, N.J. 07621

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LINGUS-IRISH (212) 575-8400

December, 1973

**Executive Offices
(212) 757-9200
Reservations**

Aer Lingus-Irish provides regularly scheduled service from Boston,
 Chicago, Montreal, and New York to 27 European cities. Sales
 offices in Chicago, Boston, Cleveland, Dallas, Detroit, Los Angeles,
 Montreal, Philadelphia, San Francisco, Toronto, Vancouver, B.C.,
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 — 564 Fifth Ave., New York City, N.Y. 10036

AIR JAMAICA (212) 935-2336

National air carrier of Jamaica with daily service to Jamaica from
 Chicago, Toronto, Philadelphia, New York and Miami. Daily service
 to Nassau from Chicago. Information on request about group and
 individual rates.
 — John G. Baumann, Director of Sales—North America,
 545 Fifth Ave., New York City, N.Y. 10017

AIR FRANCE (212) 758-6300

Air France makes it easy to get there. Qualified personnel to
 help you with preparing and promoting your company travel
 program. Be the first to offer a trip on the Concorde SST
 (introduction in 1975) to your tour participants.
 — Ivan Damyanoff, Manager Employee Travel,
 1350 Avenue of the Americas, New York, N.Y. 10019

Ad appears on page 1
 Reader Service Card No. 15

AMERICAN AIRLINES (212) 867-1234

Serving most major cities in the United States, Canada, Mexico, the
 Caribbean, Hawaii and the South Pacific. America's group travel
 planners can make it easy to organize the trip of a lifetime for a
 group of two or 200. Speakers' bureau can show sample tour
 packages at incredibly low cost.
 — Robert P. Pease, National Manager, Convention and Corporate
 Meeting Sales, 633 Third Ave., New York City, N.Y. 10017

BRITISH AIRWAYS (BOAC) (212) 983-8285

British Airways—BOAC—enjoys worldwide service—specializing in
 group tours and charter service for corporate employee groups.
 "Quick Guides" on regular and group air fares Atlantic and Pacific
 available to Recreation Directors, upon request.
 — Helen P. Mohan, Group Travel Executive, USA,
 245 Park Ave., New York, N.Y. 10017

EASTERN AIRLINES, INC (305) 873-2983

Serving 129 communities in the U.S., Bahamas, Bermuda,
 Canada, Mexico, Puerto Rico and the Virgin Islands. Group and
 incentive travel vacations organized in the "VIP" manner. Mini
 and maxi charter programs available.
 — Fred Khouri, Ass't Mgr., Group and Specialty Sales
 Miami International Airport, Miami, Fla. 33148

Ad appears on Cover IV
 Reader Service Card No. 16

FRONTIER AIRLINES (303) 398-4789

Denver-based Frontier serves communities in 16 states with jet service to Phoenix, Tucson, St. Louis, Kansas City, Dallas, Albuquerque. Contact your travel agent about Frontier tours available in many cities.
— Clay R. Blaylock, Manager, Commercial and Government Market Planning, 8250 Smith Rd., Denver, Colorado 80207

IBERIA AIR LINES OF SPAIN (212) 793-5000

Spain and Iberia offer outstanding travel values. Employee Group Charter travel programs to Madrid, Costa del Sol, Majorca, Canary Islands from any of Iberia's U.S. gateways: New York, Boston, Washington, D.C. and Miami.
— Daniel S. Bustamante, Recreational Travel, 97-77 Queens Blvd., Rego Park, N.Y. 11374

JAPAN AIR LINES (212) 758-8850

Japan Air Lines offers a complete meeting, planning service for Japan and the Orient—a part of the world we know best. Modern hotels with a tradition of service, superb cuisine and exotic sightseeing combine for a unique experience.
— Jim McNabb, Convention and Incentive Sales Manager, 655 Fifth Ave., New York, N.Y. 10022

KLM ROYAL DUTCH AIRLINES (312) 641-5775

— Henry W. Kluck, Passenger Sales Manager, 36 S. Wabash Ave., Chicago, Ill. 60603

UNITED AIR LINES (312) 952-6306

Air transportation including charters and group tours throughout the Friendly Skies of the United States.
— Tom Volz, National Manager, Convention Marketing, P.O. Box 66100, Chicago, Ill. 60666

WESTERN AIRLINES, INC. (213) 646-4317

The Champagne Airline with first class leg space, even in coach! Route system covers Alaska, all of the Western U.S., Mexico and Hawaii.
— Ms. Gann Carter, Manager Meetings and Convention Marketing, P.O. Box 92005, WPC, Los Angeles, Calif. 90009

CAPITOL INTERNATIONAL AIRWAYS, INC. (615) 459-2561

Specializing in charter flights to Europe, the Caribbean and within the United States, which combine low cost land and air arrangements.
— Frank Sparacino, Executive Vice President, Marketing, Smyrna Airport, Smyrna, Tenn. 37167

WORLD AIRWAYS, INC. (415) 577-2345

Group charter flights aboard Boeing 707 and McDonnell Douglas stretch version DC-8 jets to Europe, Hawaii and the Orient.
— W. A. Hardenstine, Senior Vice President—Sales, Oakland International Airport, Oakland, Calif. 94614

Car Rentals

HERTZ CORPORATION, THE

Cars reserved anywhere by calling free toll number: 800-645-3131, Hertz in Number One!
— William A. Kokorelis, 485 Lexington, N.Y. N.Y. 10017

**Convention Bureaus
Tourist Offices**

ATLANTA CONVENTION & VISITORS' BUREAU (419) 577-2870

The Atlanta Convention & Visitor's Bureau is the representative of the business and civic interest in Atlanta. It is organized for the solicitation and servicing of conventions and for the promotion of tourism.
— J. Mack Widincamp, Director of Convention Sales, Suite 806, 230 Peachtree St., N.W. Atlanta, Georgia 30303

AUSTRIAN NATIONAL TOURIST OFFICE (212) 697-0651

The Austrian National Tourist Office can assist in all stages of planning group travel to Austria by means of promotional material, posters, films, shell folders, etc.
— Walter K. Czerny, Marketing Manager, 545 Fifth Ave., New York, N.Y. 10017

BAHAMA ISLANDS TOURIST OFFICE (313) 353-8954

Providing information and assistance for travel to the Bahama Islands to encourage and facilitate visits by tourists. The convention and group meetings branch of the bureau is also very active in working with corporate sales and incentive award meetings.
— Gregory F. Tighe, 26400 Lahser, Regional Manager, Southfield, Mich. 48076

GREATER NEW ORLEANS TOURIST & CONVENTION COMMISSION (504) 522-8772

Special department is available to work with corporate sales and incentive award meetings. New Orleans has America's most unique and fascinating meeting hotels, capable of handling groups from 10 to 15,000.
— Richard Myers, Promotion Manager, 334 Royal St., New Orleans, Louisiana 70130

NEW YORK TOURIST BOARD**(212) 246-7400**

operates with Recreation Directors to promote tourism to
d. Special itineraries arranged.
a Fitzpatrick, 590 Fifth Ave.,
New York City, N.Y. 10036

MAICA TOURIST BOARD (312) 346-1546

ing for itself the high objective of giving its visitors the most
portable, enjoyable and interesting holiday to be had
where. Anything you'll want to know about the site of
A's 1975 annual conference and exhibit.
John P. McCaul, Regional Sales Manager, Suite 1210,
65 S. Wabash Ave., Chicago, Ill. 60603

Ad appears on page 52
Reader Service Card No. 17

LOUISVILLE VISITORS BUREAU (502) 583-3377

st promotion and information center.
Richard B. Carlin, Manager, Founders Square,
Louisville, Ky. 40202

**NEW YORK CONVENTION
VISITORS BUREAU****(212) 687-1300**

profit civic organization promoting convention delegate and
on visitor business for New York City.
Charles Gillett, Executive Vice President,
E. 42nd St., New York City, N.Y. 10017

**PETERSBURG AREA
CHAMBER OF COMMERCE****(813) 894-7443**

tel! Florida's suncoast is everything you ever dreamed your
vacation should be... boating... swimming... all sports
deluxe accommodations... vacations... conventions...
nothing like St. Pete!
Manager, Convention Tourist Sports, P.O. Box 1371,
Petersburg, Fla. 33731

**STATE OF INDIANA
DIVISION OF TOURISM****(317) 633-5423
or 5930**

H. Northam, Asst. Director, Division of Tourism,
Room 336, State House, Indianapolis, Ind. 46204

**BERMUDA ISLANDS GOVERNMENT
INFORMATION CENTER****(202) 833-9194**

best weather in the Caribbean. That's why we say "Tuck your
back into our sun... Come lie, swim, sail, shop, golf and tennis
in the sun."
A. Fleming, Manager, 1150 17th St., N.W.,
Washington, D.C. 20036

December, 1973

Cruise Ships

**EASTERN STEAMSHIP
LINES, INC.****(312) 236-7566**

— Doug Roberts, Regional Sales Manager,
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AMERICAN CRUISES****(212) 620-5170**

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NIEUW AMSTERDAM, SS STATENDAM, SS VEENDAM, SS
VOLENDAM and SS PRINSENDAM.

— L. E. Ashby, Manager Group Travel and Development
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39,000, 241-ton Oceanic sails on 7-day Linger Longer cruises to
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sails on varied Caribbean cruises up to two weeks. During winter
the ships reverse their routes, the Homeric to Nassau and the
Oceanic to the Caribbean.

— S. Y. Smith, 42 Broadway, New York City, N.Y. 10004

Ad appears on page 25
Reader Service Card No. 18

**NORWEGIAN CARIBBEAN
LINES****(312) 263-5560**

M/S Starward, M/S Skyward, M/S Southward. 7 and 14-day cruises
to the Bahamas and the Caribbean. Sailings from Miami to year
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Prince. West coast (from Los Angeles) TSS "Fairsea" regular 7
and 14-day sailings to Mexico and Central America. During the
summer, 14-day cruises to Alaska and Canada, via the inside pas-
sage. Complete air/sea packages out of 55 cities in the U.S. and
Canada.

— Sales Department, 3303 Wilshire Blvd.
Los Angeles, Calif. 90010

Ad appears on pages 6 and 7
Reader Service Card No. 19

Hotels and Resorts

ABBAY VICTORIA HOTEL (212) 246-9400

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— Claire Hogan, Director of Sales, 7th Ave. at 51st St., New York City, N.Y. 10019

Ad appears on page 53
Reader Service Card No. 20

BEACH CLUB HOTEL AND CABANAS

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Ad appears on page 16
Reader Service Card No. 21

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CERROMAR BEACH HOTEL

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— W. Richard Peterson, 30 Rockefeller Plaza, New York, N.Y. 10017

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— Dave Souther, General Sales Manager,
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Ad appears on page 56
Reader Service Card No. 22

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M.A. 02167

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Ad appears on page 64
Reader Service Card No. 34

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Ad appears on page 24
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Ad appears on page 57
Reader Service Card No. 35

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Arnold Light, Director of Marketing, 500 Fifth Ave., New York City, N.Y. 10036

Ad appears on page 59
Reader Service Card No. 25

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Edward F. Pollack, Assistant Vice President—Sales,
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Thola Lewis, Director of Sales,
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Ad appears on page 65
Reader Service Card No. 26

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Ad appears on pages 2 and 3
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Insert appears on pages 9-12
Reader Service Card No. 28

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Belmont Hotel, Rm. 328, New York, N.Y. 10022

Ad appears on page 51
Reader Service Card No. 29

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— J. A. "Tony" Ponce, President, 10412 Jerome St.,
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Ad appears on page 55
Readers Service Card No. 30

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United Travel Service specializes in charter trips to the following destinations: Switzerland, Hawaii, Vienna/Munich, Acapulco, San Juan, Costa del Sol and Rome.

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Ad appears on pages 61, 62
Reader Service Card No. 31

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Ad appears on page 59
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Ad appears on page 58
Reader Service Card No. 33

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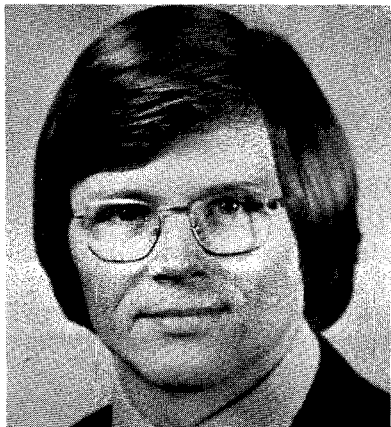
Newkirk Tours Inc. Adventures operate promptly rain or shine seven days a week (except Christmas and New Years). Our two daily (day and evening) Adventures offer a total of fourteen completely different tours that may be taken as a weekly package, or as individual tours.

Special group rates available upon request. Should you wish detailed proposals, specifically tailored for your group, or any additional information, please do not hesitate to contact Newkirk Tours Inc., 541 Lexington Ave., Suite 328, N. Y., N. Y. 10022, or telephone (212) 371-2222.



The Leisure-Time Market and Its Impact on the Economy of our Country

With a decreased demand for raw man-power and the new demand for leisure goods, the leisure-time market has become one of the most dynamic elements in our society in 1973.



By Thomas Watters
© 1973

Thomas Watters, Administrative Assistant of the National Industrial Recreation Association, holds an M. A. degree in recreation education and a B. A. degree in business administration from the University of Iowa. While in college, he was appointed first Recreation Center Supervisor of the University of Iowa's new recreation center where he had prodigious responsibilities. Tom is interested in physical fitness activities and sports of all kinds, particularly as they

relate to the field of industrial recreation.

In 1971, he was men's golf club champion of Fawn Creek Country Club, Anamosa, Iowa. Among his accomplishments includes research assistant on a study entitled, "Leisure, Behavior, Attitudes and Opinion Study of the Residents of Wooster, Ohio." The study was conducted under the auspices of the Department of Parks and Recreation, City of Wooster.

America is becoming more of a leisure-oriented society.

Our economic efficiency has created less of a demand for raw manpower resulting in more free time and more of a demand for leisure goods and services. The Puritan work ethic is disappearing, and Americans are finally beginning to feel at ease with their leisure time.

We have reached the point today at which one of the major effects on our economic affluency is reflected in the growth of the leisure-time market.

The surge in leisure-time spending is phenomenal. It is almost five times greater today than it was in 1965 when \$58.3 billion was spent on leisure goods and services. The year 1967 saw \$71 billion being poured into leisure products; 1969 resulted in \$82.6 billion being spent and in 1971, \$105 billion was spent by Americans on leisure goods.

The growth has been steady and substantial, and experts indicate that by the year 1975, the leisure market will hit the \$250 billion mark. This boom means more companies are selling leisure goods in an effort to meet leisure demands.

Factors Effecting Growth

Income

There are several factors underlying this recent boom in the leisure market. A significant one is higher income. One study has shown that families with higher incomes tend to spend more on recreation.

According to Harold Vogel of the firm Paine, Webber, Jackson & Curtis, Inc., a 1 percent rise in disposable personal income implies a more than 2 percent rise in expenditure for leisure time goods and services. Per capita income after taxes in 1971 versus 1960 was up 3 percent (allowing for inflation.) Today, 46 percent of the nation's families earn more than \$10,000 a year. Ten years ago only 25% of the nation's families were earning \$10,000 annually. A study by *Fortune Magazine* shows that 21 million American families (34 percent of the total) had after taxes income of \$10,000 or more in 1967. In 1959 only 10 million families (17 percent of the total) were in that income bracket. It is estimated by 1975, 34 million families (50 percent of the total) will have incomes, after taxes, of \$10,000 or more. The expected greatest increase will be in the number of families with incomes between \$10,000 and \$15,000. There were 5 million families with this income in 1959; 14 million in 1967; and there will be an estimated 22 million by 1975.

The 1970 recession failed to halt the uptrend in incomes. Discretionary incomes (what is left after

all necessities are taken out) rose 7 percent a year throughout the 1960s. It is estimated that during the 1970s discretionary incomes will rise at a faster rate than during the 1960s. Discretionary income spending fluctuates with the nation's economy—a healthy economic outlook usually means more discretionary income spending.

Time

Another major factor affecting the growth of the leisure market is that more leisure time is available to the average American. Today there are 1,160 more non-working time hours per year available as compared to the turn of the century. It is expected that by the year 1975 the work week will be 37 hours; some see a 30 hour week by the year 2000. There is also a trend toward the four day work week. Currently, 2,000 companies are involved in the four day work week as compared to only 90 in 1971. In addition, there are about 40 million people who get three-week paid vacations, and federal law enacted in 1971 provides for five, 3-day weekends per year.

Earlier retirement is another trend among the American people. In 1956 only 12 percent of the working force retired at age 65. Today, the percentage is greater than 50 percent. Another trend indicates that young people are continuing their education longer. The under 25 age group and over 65 age groups are the two fastest growing age group bodies in the United States. The Census Bureau reports that in 1960 the age group 20-24 constituted 6.1 percent of the population. It is estimated that this age group will include 9 percent of the population by 1980. The age group 65 years and over in 1960 was 11.5 percent of the population; 12.0 percent in 1970; and estimates for 1980 are 12.6 percent.

Taking into consideration rising incomes and increased leisure time in America, one is hard pressed to guess to what extent the leisure market will grow in the next few years. Businesses now are not only concerned about selling leisure but are also aware of the leisure values. This is reflected in the treatment of their employees. Increased fringe benefits such as recreational facilities, company recreation programming and the hiring of full time recreation personnel to provide recreation programs have resulted.

Where the Money Goes

Boating

Recreational spending in the United States has been, up until now, dispersed into many areas and boating is an example. The boating industry

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estimates some 8,800,000 boats are being used for recreational purposes. The year 1950 saw the total sales for the boating industry at \$905 million. Ten years later in 1960 this figure rose to \$2.5 billion. By 1967 expenditures increased another one-half billion to \$3 billion. In 1970 it was \$3.4 billion and estimated expenditures for the year 1975 is \$4.5 billion. This demand for boats has created demands in other areas such as the construction of over 4,000 marinas since 1950.



Boating is a major American water activity that is continuing to burgeon every year and more and more marinas are being erected to meet the demand.

Camping

Camping has shown phenomenal growth. Tent sales rose from 45,900,000 in 1960 to 86,500,000 in 1970 according to the National Sporting Goods Association. Sleeping bag sales rose from 33,500,000 in 1960 to 58,200,000 in 1970. Recreational camping vehicles sales increased an astounding 400 percent from 1961 through 1970. The year 1972 had 4 million campers in the United States. The recreation vehicle industry reports sales in 1972 to be \$1.8 billion. Motor homes will account for \$720 million. Just four years ago motor home sales were \$114 million. Travel trailers produced in 1972 were 200,000. The average price was \$3,400 and accounted for \$680,000,000 in sales. It is estimated by the year 1978 the number of camping vehicles will nearly double to 7.5 million.

Snowmobiles

The popularity of snowmobiles has exploded in recent years. In 1962 there were less than 10,000 operating and built in the United States and Canada. During the winter season of 1969-70 over one-half million snowmobiles were built in the United States and Canada. At the end of the 1971 winter season, there were 1.3 million in operation. The average snowmobile can carry two people at a top speed of 50 mph, and cost to the consumer is about \$1,000. The snowmobile industry estimates that in 1972, 600,000 snowmobiles were built and sold.

Skiing

At the end of World War II there were about 50,000 snow skiers in the United States. Since then, snowskiing has shown a steady increase. There are about 4.25 million skiers now who spend \$1.3 billion on equipment, lodging, travel, and other accessories. The Ski Industry of America predicts that skiing will be a \$2 billion leisure activity by next year.

Bicycling

Bicycling has made its comeback in America. Not only is bicycling good exercise, it provides an excellent means of transportation in this year of the energy crisis. Sales for bicycles in 1971 were the highest in the industry's history—eight and half million bicycles were sold. The Department of the Interior estimates there are more than 3 million cyclists in America.

Golf

Golf is a rapidly growing sport. According to the National Golf Foundation, today there are about 11,500,000 "golfers," and, on an average, 300,000 new players per year. In 1961, the total golf sales were approximately \$1.5 billion, and total sales in 1971 hit \$3 billion. Most of the new players who take up golf are younger people, and today golf courses are being built specifically for teenagers. As of October 1972, the United States had 11,374 nine, eighteen hole and Par 3 golf courses open and available for use.

Travel

One of the principle forms of recreation for most people is traveling. The American Automobile Association reports that domestic travel expenditure rose from \$19 billion to \$37 billion in 1971 and in 1971 it was more than \$40 billion. The AAA estimates that domestic travel in 1972 was \$45 billion. Most of this travel consists of vacations, overnight journeys, and spare-time jaunts of over 100 miles. The AAA suggests that 90 percent of all domestic pleasure travel is by automobile and that 85 percent of this travel encompasses 30 miles or less. Domestic travel expenditures are estimated to reach \$70 billion by the year 1975.

Those who will benefit from the increase include travel associations, travel agencies, credit car companies and the hotel and motel restaurant chains.

Trips made in America are mostly to homes of families and friends, places of historical interest and vacation areas. Motels and hotels are more frequently a place to stay enroute to a destination. A recent study made estimated that 6

nued from page 50

nt of all travelers who stay at motels and s are just stopping over. Thirty-five percent two days or more. In an effort to change this, ls and hotels are adding recreation areas to their properties more appealing to induce le to stay longer. Golf courses, tennis courts, ation centers including cut rates for families ow all part of this package.

erest in traveling abroad is also on the ing. In 1972, 6.3 million Americans traveled foreign country on vacation. The estimated nditures were \$7.5 billion. This was more than million more than in 1971.

other area affected by increased domestic l is our nation's National Parks. In 1950, 37 on visited National Parks, monuments, etc. In , this increased to 133 million. The National Service estimates 212 million visited these in 1972.



Tennis

e interest in tennis is rapidly expanding. The now attracts people from all walks of life. nstance in 1967, 3.5 million people played s and spent \$22 million on tennis equipment. 71, 10.7 million Americans spent about \$50 n. The United States Lawn and Tennis iation calculates that tennis is growing at an ximate rate of 17 percent a year and tennis s are being built at a rate of 5,000 per year. are now many indoor courts being erected ghout the country making tennis a sport that e played all year around.

Water Sports

ter activities are keeping their "head" well e water. The Water Skiing Association esti- d in 1971 that 11 million people tried it at

least once, and spent \$4.5 million doing so. The year 1971 saw 1.5 million surfboard riders. The average age was 17 and the average expenditure was \$225 a year per person. There are about one million regular skin divers in the United States who spent \$30 million in 1971. Fishing increased on an average of 40 per cent through 1965-1971.

Home Recreation

Home recreation in America is another area of the expanding leisure market. The biggest source of home entertainment is TV. About 95 percent of all homes in America have at least one television set.

Radios are still popular as ever. It is expected that 250 billion household radios alone will be in use by the year 1980.

The broadcasting industry also expects to grow at an approximate rate of 8 to 10 percent a year. Cable television has shown significant growth, and the future looks good. Once the resistant forces against pay TV have been broken down, the growth potential for cable vision will be unlimited.

Portable and component stereo tape and record players are becoming more and more popular. The improved quality and lower prices of these sets are reasons for increased sales and marketability.

Another aspect of home entertainment is the musical instrument. In 1968 there were 44 million Americans who played a musical instrument. Since 1950 sales have quadrupled; by 1975 sales are expected to increase by almost 50 per cent.

Spectator Activities

The increase in attendance at movies, theatres, operas, museums, and spectator sports has had a significant impact on our economy. Since the advent of television, movie attendance dropped considerably during the 1950s. Recently, movie attendance has been picking up. New movie theatres are being built at an average of 300 per year.

The attendance at spectator sports increased by 58 percent during the 1960s. Spectator sports are showing wider appeal. For instance, the 1973 National Football League Super Bowl game had over 75 million television viewers—the highest in history! The attendance at operas, theatres, and concerts increased at a rate of 61 percent during the same period.

The money spent at movies, theatres, operas, museums, and spectator sports today make it about a \$4 billion business. This has doubled since 1967.

As the leisure market grows, so too will the number of companies marketing leisure time goods and services. The leisure market is a young market; the demand is limitless.

1973 Golf Tourney Termed 'Highly Competitive'

In Division A, Ford Motor Company of Dearborn, Mich., took the National First Place with a slim two stroke margin over Goodyear Tire and Rubber Company of Akron, Ohio. Third place went to The Mosler Safe Company #1 of Hamilton, Ohio.

In Division A, the top three teams were separated by only six strokes, which indicated that team ability was very close and competitive.

In Division B, The Motorola Team #1 of Franklin Park, Illinois took first place honors by 12 strokes over second place contender Modern Drop Forge #2 of Blue Island, Ill. Four strokes back in third place was General Motors Inland Division #2 of Dayton, Ohio.

National Medalists

The national medalist for Division A was Allan Booe from McLean Trucking Company, Winston-Salem, N. C., with a score of 144. In Division B, F. Mentone from Motorola of Franklin Park, Ill., took second place with a score of 152.

The winners of both A and B Division Tournaments are determined by taking the golf course's USGA rating and comparing it with the team and individual total scores. (This year there were three tournament sites.) This is one method used in order to even out the differences between courses so a winner can be determined on a fair and equitable basis.

Breaking Ties: When two or more players or teams have the same score on the same course or comparable scores on different courses, a hole-by-hole check is made. To break this tie, handicap card-back system is used. Golf courses handicap their holes starting with the hardest hole to the easiest. Scores are compared at the number one handicap hole to break the tie. If the scores are the same on that hole, they go to the number two handicap hole until the tie is broken.

From these determinations, third in Division A teams went to Mosler Safe Company, and fourth went to T.R.W. Inc., Cleveland.

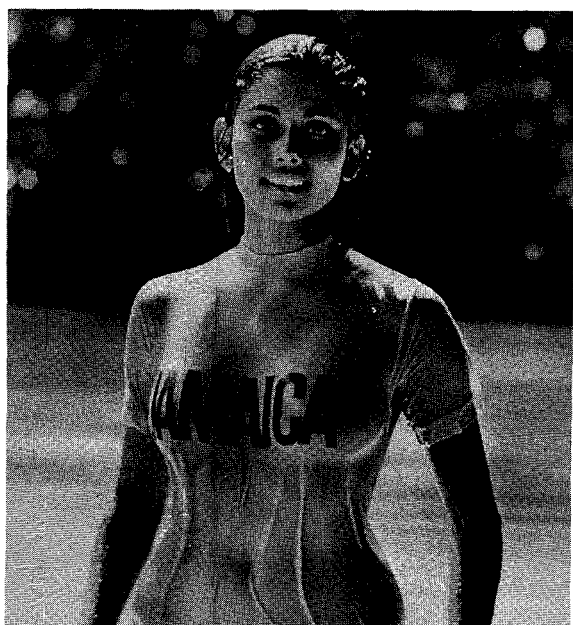
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DGE CONTEST

about .009 of a percentage. It kept the 1972 second place trophy and tournament pair from winning a one-week, all expense vacation to Nassau. This was the closest victory in the history of the NIRA Bridge Tournaments.

No one knows what will happen in 1973, but the results have been pouring in.

The contest officially began on Nov. 1 and will end Jan. 31. Brochures, first and second reminders have been mailed.

To date, the response has been overwhelming. Already there are increases in the number of participants over last year and a record number of bridge players is expected this year.

Rules are basically the same each year. There is a six-table minimum to enter and the fee is \$25 per person. National prizes include a grand prize—a one week, all expense paid vacation

to Jamaica, donated by Air Jamaica.

Second place national prize is a \$50 savings bond and third and fourth place winners will receive \$25 savings bonds.

Regional prizes consist of 18 first place prizes—the Vincent Price "Treasure of American Art"—donated by the Flick-Reedy Corp.

For further information, contact Bridge Coordinator Thomas Watters at NIRA headquarters.

A FISHY STORY

The following is a complete list of winners by class in the 1973 NIRA Fishing Contest, as released by Tournament Director, Gene Miller of Michigan Bell.

Largemouth Bass: 8 pounds, 25 inches, Ronald Harry, Frigidaire Co., Dayton, Ohio.

Smallmouth Bass: 5 pounds, 19-1/4 inches, John Vinc, Jr., Dominion Foundries and Steel

Continued on page 58

Tourney, Continued from page 52

wards in the Regionals, in A and B Divisions, were first, second, and third place trophies and merchandise. For regional A and B medalists, trophies were given and both received a television set as well.

National awards presented to Team A and B Divisions, first place books and first, second, and third place trophies. In addition, regional A and B Division medalists received trophies and a book. A book, "Best Golf Humor," compliments of *Golf Digest* magazine.

Ground

All regional and national A tournaments were under the direction of Miles Carter, President Elect of the National Industrial Recreation Association.

The regional tournaments held are as follows:

Regions 2, 3, 5 — Wedgewood Golf Course, Joliet, Illinois

Region 4—Monsanto Employee's Golf Course, Gonzalez, Florida

Regions 6, 7 — Rancho Bernardo Golf Course, San Diego, California

The National Industrial Recreation Association would like to give special thanks to the three tournament coordinators: Howie Schiedt of Moraine Valley Community College, Reynolds Johnson of Monsanto Company, and Chuck Placek, Jr., of Motorola Inc. These gentlemen made this year's tournament an outstanding success.

Next year's tournament is scheduled for August and September, to be arranged on the same basis.

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Record Turnout Reported at 24th Annual Trapshoot

The weather was conducive to a successful 24th Annual NIRA—Armco Steel Corporation Industrial Trapshoot. And successful it was with a record 200 team turnout.

Amid the shooting resounded the sounds of success as many new records were set. Hobart Manufacturing, Troy, Ohio, took the championship with a score of 237 out of a possible 250 points. This was Hobart's first venture in the winner's circle.

Another first—the top six teams this year shot higher than the top three teams last year.

Don Park, sharpshooter for Champion Paper Company #1, Hamilton, Ohio, emerged as High Gun, after he rallied to out shoot six other "50-straight shooters." Bob Maple gave Don some stiff shooting competition when he tried to hit the targets for Olin Corporation #1, East Alton, Ill. He lost to Don after dropping one bird in the third shoot off. Lou Hidu, shooting for Remington Arms Co. #1, Bridgeport, Conn., took third High Gun, after winning a two-way shoot off with John Bailer who was shooting for Defense Electric Supply Co., #1, Dayton

Other teams in the winners' circle were Delco Moraine, #6, Dayton, with a score of 236-second



Team Winners of Hobart Mfg. No. 1 who proudly display their trophies, are (seated, from left) Norm Cottogin, Richard Widner and Jim Spears and (standing, from left) Dave Rudy and Doug Gray.

and place and Olin Corporation #1 with 234, third place. Olin won the competition in 1968 and '69. Delco Moraine #1 of Dayton, scored 233 points placing them fourth. Delco won the competition in 1955, '57, '67 and '70. GM Assembly #1, Norwood, Ohio, placed fifth with 232; Remington Arms Company #1, Bridgeport, Conn., winners in '64 and '71 shot 231 placing them sixth; Inland Manufacturing #1, Dayton, who were winners in 1966, placed seventh with 230; GMC Truck and Coach #1, Pontiac, Mich., scored 229; there was a three-way tie for ninth place between Defense Electronics Supply Ctr. #2, Dayton; Local 1010 #1, East Chicago, Ind., and Armco Steel Corp., all with scores of 228, and a two-way tie for 10th place between Bendix Corporation #1, Kansas City, Mo., and Owens-Illinois Glass #1, Alton, Ill., both with scores of 227.

Coordinator Robert L. Bauer reports that the tournament was an "outstanding shoot. From the time I began with Armco in 1964, this tournament has seen more than a 100 percent increase in participation. The rate of return is fantastic."

2nd Annual Mail-O-Graphic Bowling

A record-setting race NIRA's second Annual Mail-O-Graphic Bowling Tournament saw the Men's Division nearly double from last year's level with 97 participating teams in 1973. And equally significant, Women's Division more than tripled in size with 34 teams.

In the Men's Division, Pacesetter Laboratories, Columbus, Ohio, took top honors with a score of 3160. They won a \$100 team prize and individual trophies.

In the Women's Division, another Columbus team was victorious. Competition was much tighter this year than last year with the first place winners scoring 400 points more than the second place team in 1972. National Insurance Company placed third with a score of 2820. They won \$40, a team trophy and individual trophies.

continued on page



After a day of straight shooting, Don Park, High Gun, receives a trophy for his effort.

NIRA Candid Photo Contest

The 1973 NIRA Photo Contest, "Recreation in America," has generated a great deal of enthusiasm as amateur photographers continue to send in their best candid pictures, according to James C. Moyer of Eastman Kodak Company, sponsor of the event.

The contest, which features a black and white and color category, is open to employees of any NIRA Company Member and their immediate family—if the family members are included in the company's recreation program. Employees of Eastman Kodak Co. and any professional photographers will not be eligible.

Black and white or color prints entered must be 5 inches by 7 inches.

Photos must be candid—action shots of indoor or outdoor recreation.

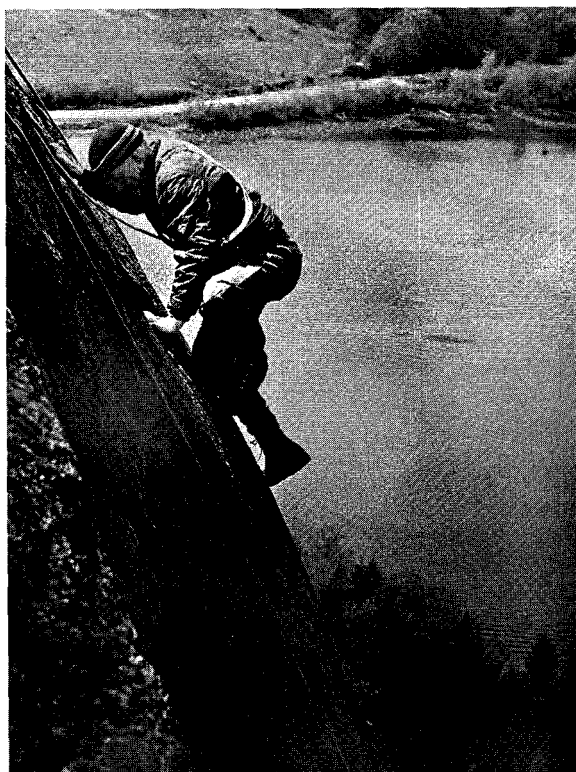
There is an entry fee of \$1 per photo entered, and participants may enter as many photos as they desire.

The 1972 photo contest winners were: B. Don Taylor, Boeing Co., for his black and white photo, "Old Man and the Mountain," and Julian C. Light, Equitable Life Assurance Society, for his entry in the color division entitled, "Home Run."

All of the photographs entered will be on display at the NIRA Annual Conference which will be held in Atlanta in May, 1974.



The winners in each division will be recipients of the Kodak Model 60 Pocket Instamatic Camera.



"Old Man and the Mountain" was the winning photograph in the NIRA 1972 Candid Camera Photo Contest. Winner in this category was B. Don Taylor Boeing Company.

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continued from page 54

In reporting the results, L. E. "Paddy" Luedke, Recreation Manager at Wisconsin Gas Company, called the tournament a major success because of the number of participating teams and the fact that companies of all sizes were able to enter national competition on an equal basis.

"This type of tourney entails no days off from work for the competing team. There are no

traveling expenses to and from regionals or the national playoff. We work it this way to avoid confusion and expense. Teams bowl on the lanes on which they normally bowl in their home towns. Lane and nominal entrance fees are the only charges. The five-member competition also uses a 75 percent handicap system which is great. We look forward to 1974's tournament with great expectations."



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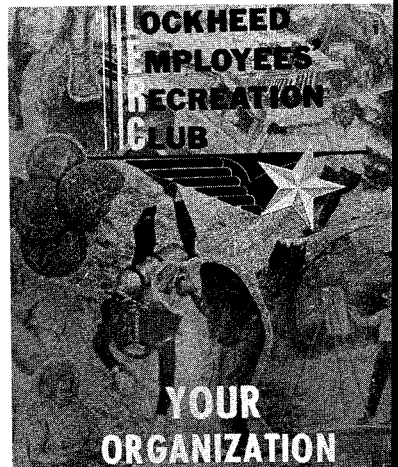
NIRA PROMOTIONAL CONTEST

Just as NIRA Company Member programs are becoming more varied and professionally organized, the handbooks, flyers and promotional materials announcing their existence are improving year by year.

To give recognition to those companies having the best promotional pieces describing their recreation programs a Promotional Awards Contest has been organized.

This year's contest isn't underway yet, but the 1972 winners have been announced.

Taking first prize in the Promotional Contest Category #1 (handbook or brochure) was Lockheed Aircraft Corporation for its employee recreation club brochure. The Bayview Em-



ployee Recreation Club of Control Data Corporation came second and S. C. Johnson & Son Inc., came in third in the competition.

In Contest #2 (single event and promotional piece), C

continued on page

fl and Pistol Matches - argest of Kind in Country

Annual NIRA--National Association Rifle and Pistol is the largest tournament of its kind in the country, and one of the most challenging and exciting.

One aspect of this year's tournament, making it more unique than ever, was the addition of women's competition in all four categories.

Daniel C. Comstock, Goodrich Tire & Rubber Co., scored 734 from 50 feet out in the individual rifle with 10 shots sitting and 10 shots standing, to make a total of 197 out of a possible 200.

There was a four-way tie for second place between Fred Frimberger, Eli Lilly Co., W. E. Sumner, Goodyear; Donald Brinton, Western Co., and Bruce G. Farman, Puget Sound Naval Shipyard. Farman came in 12th in the 1972 competition with a score of 190. All second place winners had scores of 196.

In the team competition, which involves 10 shots prone and 10 shots standing at 50 feet for each of the four team members, Goodyear beat the stiff competition to shoot a total of 758.

Ford Motor Company, which won in first four years in a row, finished second with a score of 758 and the team from 3M Co., came in third with a 758.

Chie Caple, Northwest Airlines, tied for the first place in individual pistol match competition with J. F. Olinver, Grumman Aerospace Corp. Both had a score of 199. Individual match involves a firing time of 10 minutes per target of 10 record targets. Robert B. Frazier, Northwest Orient Airlines, and Alfred A. Grumman, tied for second with scores of 196.

Grumman Aerospace, Bethpage, N. Y., won the .22 caliber pistol team competition for the fifth year in a row with a score of 758, seven points higher than last year's score. In second place with 734 was Northwest Airlines, Inc. #1, with a score of 730. Puget Sound Naval Shipyard Team #1 took a third with a score of 734.

The individual .22 caliber rifle Woman's Award contest had three competitors. Winner was Beverly McGee, St. Croix, V.I., Martin Marietta Alumina. She shot a fantastic 188.

In the individual pistol Woman's competition, two entered, and Lois L. Jacques, West Webster, N. Y., Xerox Corporation, won with a smashing score of 174.

In the 10-meter (33 feet) air pistol competition, first place individual went to Eugene R. Sansilo, Winchester-Western, with a score of 190. David E. Bennett, Sandia Labs, and R. C. Hall, Lockheed Missiles & Space Co., tied for second with scores of 187.

Scandia Labs took first in the 10-meter precision air pistol competition with a score of 729.

Ford Motor Co., #1, won the 10-meter precision air rifle team award with a score of 629.

Winners in the 10-meter individual air rifle competition were: T.Y. Wu. Ford, who shot a score of 192. He placed second in the .22 caliber individual rifle match in 1972.

In the Women's Match, Beverly McGee won another first. She took the 10-meter air rifle competition with a score of 138.

In the 10-meter precision air pistol match, Ruth A. Salzmann of Fisher-Price Toys, shot a 182. She came in second in the .22 caliber pistol individual competition.

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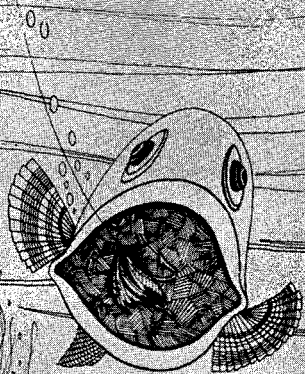
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**Continental Bank's
first annual employee
fishing contest,
June 1-Sept. 30**



continued from page 56

Continental Bank won first place for a pamphlet announcing the bank's first annual employee fishing contest. Second place winners were Michigan Bell and McDonnell Douglass Corporation.

McDonnell Douglass won first

prize in Category #3 (composite of pieces of one activity) with its many flyers, newsletters, posters, brochures and pamphlets announcing and describing United Nation's Week. Quaker Oats Co., came in second and Hughes Aircraft came in third.

**MORE ON FISHING.....
continued from page 53**

Ltd., Hamilton, Ontario, Canada.

Crappie: 2-1/2 pounds, 18 inches, Kenneth Tackett, Owens-Illinois, Toledo, Ohio. This year's winning fish was 1/2 pound heavier than last year's winner.

Muskellunge: 30 pounds, 47-1/2 inches, Tom Hansen, 3M Company, St. Paul, Minn.

Walleye: 6 pounds, 8 ounces, 29-7/8 inches, Greg Stall, Frigidaire.

Brown Trout: 4 pounds, 7 ounces, 21-1/2 inches, Gene Kulzer, 3M Company.

Rainbow Trout: 10 pounds, 10 ounces, 27-1/2 inches, Gene Kulzer of 3M Company was winner again in this category.

Winner of the special sweepstakes prize was Ronald Harry of Frigidaire, who was winner in the Largemouth Bass category.

Each winner will receive a trophy plus a spin rod and reel donated by Heddon Division, Victor Comptometer Corporation.

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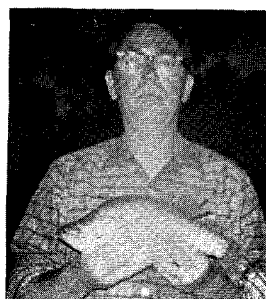
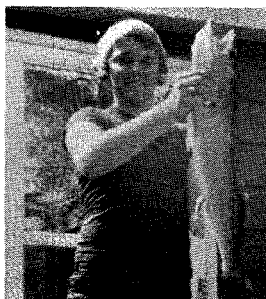
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WINNERS OF THE 1973 NIRA FISHING CONTEST (top from left): Ronald Harry, Frigidaire, Dayton, Ohio, Largemouth Bass and special sweepstakes prize winner; Greg Stall, Frigidaire, winner of Walleye classification; Kenneth Tackett, Owens-Illinois, Toledo, winner Crappie classification; (bottom from left) Gene Kulzer of 3M Company, St. Paul, Minn., winner in Brown and Rainbow Trout categories (here he displays the brown trout he caught); John Vinc, Jr., Dominion Foundries and Steel Ltd., winner in Bass Smallmouth category, and Tom Hansen of 3M Company, winner Muskellunge category.

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travel spotlight



Travelers to West Africa will see this familiar sight—the Ewe family, a primitive African tribe on the Island of Dodi in the Volta Lake. Photo courtesy of Scantravel, West Africa.

By Charles Lillycrop
Midwest Regional Manager
WDI, Mundy, Inc.

Although **Webster's Dictionary** describes the word SAFARI as a "hunting or other expedition especially in East Africa, or its CARAVAN and equipment," this SWAHILI word is used frequently and freely throughout East Africa to describe anything from a visit to the local shops to a vacation on the coast.

Certainly, in the Western World, it conjures up images of people walking single file through steaming jungles on a big game hunting trip. In actual fact, a safari—to the travel industry—means a well-organized tour to Africa including visits to local game reserves.

East Africa—Popular Spot

There are a number of places to visit in Africa, but the most popular area is East Africa. This usually includes Kenya, Tanzania (Tanganyika/Zanzibar) and Uganda.

Lately, because of its historical interest, Ethiopia has become extremely popular and is included in most African programs. The majority of visitors from the U. S. wish to see the wildlife and, many more would do so if they realized how inexpensive it can be, once the cost of transportation has been established.

It is not easy to price long distance air travel well in advance, although excursion fares are normally available both for individuals and groups. For certain groups, large enough to fill an aircraft, charter arrangements can always be negotiated.

If your group is interested in a Safari to Africa, it is possible to set these up adhering to the group's requirements and financial limitations.

Based on sharing a seven seater deluxe/mini-bus (with views for everybody to use a camera), three hours in Nairobi National Park will cost \$6.25 per person; a two day visit to world famous Treetops (or similar tree hotel) \$61, or nine days around Kenya and Northern Tanzania Game

SAFARIS CAN BE

Parks can cost about \$495.

For the budget minded, a typical economy safari, four days, Amboseli Game Reserve and Tsavo National Park can cost \$127.25 per person. Minimum groups of 15 can expect lower rates. Group tours normally include all meals and accommodations.

For those who prefer to rent a car rather than tour, a bus service from Nairobi to Tsavo National Park (one way from \$10.35) plus board at a comfortable game lodge (\$26.50 based on double occupancy) and game viewing tours when you feel like it (minimum two persons) half-price \$18.50 per person, are readily available. A similar service can be offered to and from Mombasa to the Kenya coast. Executives in a hurry can enjoy maximum touring in minimum time by taking in Air Safaris (about \$100 per day) plus accommodations.

Traveling south from east Africa, the country of Malawi offers an interesting stopover with a beautiful lake and extremely friendly people. It offers good connections to Southern Africa, and, local touring is readily available for those with just a few hours to spare.

A three and one-half hour tour of Blantyre City can be made for \$6.75 (minimum two persons) from the airport—no visas required. Local law prohibits, however, the wearing of mini-skirts.

EVERYONE

This aerial photograph of Victoria Falls shows a view of the well-known landmark which is more than one mile wide and has some 75 million gallons of Zambezi River water pouring over its edge every minute. Photo courtesy of Roger Bull, Unit, Ministry of Information, Rhodesia.



tight jeans, and visitors are
tely reminded of this on ar-
il.

Southern Africa— Where Wildlife Abounds

Southern Africa today gener-
ally encompasses Rhodesia,
South Africa, Mozambique and
South West Africa, where there
are excellent game reserves and,
probably the finest spectacle in
Africa—the Victoria Falls.
Known to local inhabitants at
“Mosi-oa-Tunya” (the smoke
thunders), Victoria Falls has
a mean drop of more than 300
feet, is more than one mile wide,
and has 75 million gallons of
Zambezi River water pouring
over its edge every minute.

A tourist mecca, with nearby
game reserves at Chobe in Bots-
swana and Wankie, is Rhodesia.
Visiting Victoria Falls can be
relatively cheap—a three and one-
hour conducted tour, \$6 per
person and a two hour launch
ride up the Zambezi River for
\$5. The two combine to make
an excellent day of touring.
Probably the most famous as
well as the oldest game reserve in

Africa, Kruger National Park in
South Africa, is within easy
reach of Johannesburg and, a
typical three-day tour, allowing
two nights in the game park, will
cost \$123.

And, of course, a visit to
South Africa is not complete
without including Cape Town
and nearby Cape Point where the
Indian and Atlantic oceans meet.

West Africa Offers Historical Landmarks, Friendly Natives

The fastest expanding tourist
area in Africa, West Africa, is fast
becoming everyone's destination.
Thought by many to be of main
interest to Black Americans who
are interested in following the
heritage trail, West African coun-
tries combine to offer
friendliness, fascinating historical
associations, unusual methods of
worship and living, and always,

Continued on page 68.

For a checklist
in choosing the
right Africal trip
See story page 63.

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ing between Great Britain and Southern
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lar weekly sailings and both luxury and
tourist accommodations. Also, tour and
cruise programs.

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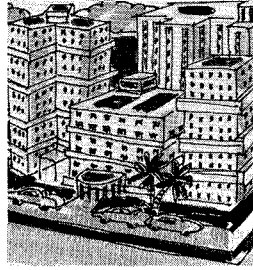
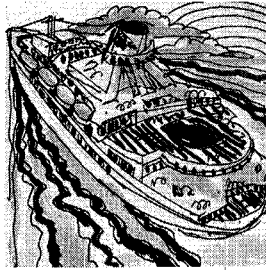
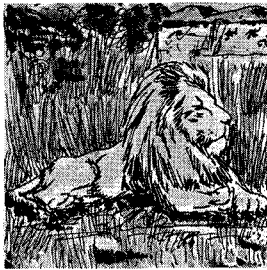
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checklist for choosing an East African Tour

By Brian King
Vice President
Club Tours, Inc.

In selecting an East African safari, what should you look for? What are the essentials of a successful prepackaged safari? Here is a list of 10 points to assist you:

How long has the tour operator handled group travel in East Africa?

Several years' experience offers some assurance that the tour will provide the best agreements available at the stated price, and will be well run.

Does the tour operator routinely circulate evaluation questionnaires to tour participants after their return?

The tour operator who does this obviously cares about customer reactions. He is also concerned with quality. Customer evaluations reveal mistakes which would otherwise be repeated again and again.

How comprehensive is the itinerary?

Will it show your people the variety of East Africa: mountain regions, such as Mount Kenya; the 2000 foot deep Great Rift Valley; vast plains and rolling savannahs where wild game and their predators roam; tropical beaches of the Indian Ocean; market towns and historic cities? Will it also provide some two night stands in the same place to allow your members to loaf and sort out their impressions?

Does the price cover the essential costs of a good itinerary?

Beware of the deceptively cheap trip which spends most of its time at Nairobi and a beach resort with "optional excursions" to the interesting places. It is these extras that make an East African Safari great. Adding them after you get there is inefficient and expensive.

What are the arrangements for ground transportation?

Volkswagen minibuses with roof hatches for viewing and photographing game, are commonly used. They are built for seven passengers and a

driver. Tour operators who think mainly of price and profit put a passenger in every seat. Tour operators who care what happens to the customer leave one or two seats vacant. Of course, this adds to expense and reduces profit. But an uncrowded car makes a whale of a difference to the occupants.

6. What kind of leadership will be provided?

An expert on East Africa in every car would be ideal, but prohibitively expensive. Much less so but fully adequate are the English-speaking African driver-guides who over the years have proved themselves competent and likeable, with an amazing ability to spot game where a tourist's eye can see nothing but bush. Quality conscious tour operators attract the best driver-guides.

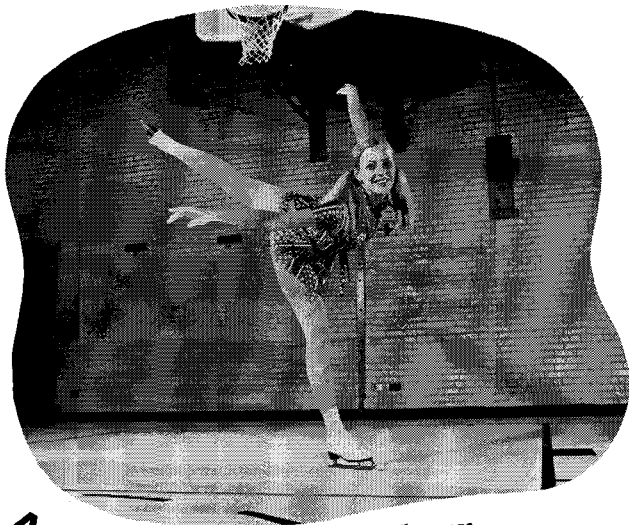
7. Does the tour operator give pre-flight information on passports, visas, health regulations, clothing and equipment, preparatory reading, etc., well in advance of departure dates?

Clothing tips are essential. For example: typical East African tours stay within five degrees of the Equator, yet, in some places, nights can be downright chilly. The tour operator who can supply you with packaged answers to the questions people ask will make an otherwise difficult job very easy.

8. Check the timing of the tour against the East African seasons which are markedly different.

The long heavy rains fall as a rule throughout the month of May—sometimes starting a little earlier or a little later. During this period, unsurfaced roads, of which there are many, become impassable. So steer clear of any tour offered from late April through May. The short rains, which come in December, fall mostly at night and do not interfere with travel; in fact, they offer the tourist a special pleasure—a carpet of wildflowers in the bush.

If you select an East African group tour with these pointers in mind, you will be giving your members a never-to-be-forgotten experience.



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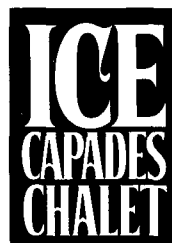
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WHAT DOES IT COST AND WHAT DO WE GET FOR OUR MONEY?

For \$1090 you can get: Roundtrip New York—Nairobi on SABENA Airlines; rooms with bath (except at one game lodge); meals; ground transportation in specially designed Volkswagen minibuses; services of selected African driver-guides.

WHAT DO I DO NOW?

For full particulars, write, or phone collect,

Mr. Brian King



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orial,
Continued from page 26

the physical fitness and individual development."

An area seriously affected by the energy crisis is travel. Long distance travel by car on weekends will be curtailed, for the most part, and other forms of recreation to fill that void must be explored such as group charter travel through commercial transportation companies air, bus, train or ship.

A positive aspect of the energy crisis will be its effect on airline travel. If there is so little fuel available that the airlines have to re-arrange their priorities, then group travel on charter flights might prove to be an economic saver. This will bring more revenue to the airlines because the airlines and hotels will be assured of full complements of people. With this in mind, all airlines, hotels, amusement parks and related businesses should encourage travel in groups, which will not only save fuel, but could mean a reduced group rate.

An effort to conserve energy on the part of people in the field of industrial recreation should be

made. However, a bill allowing for sweeping restrictions on recreation will have serious ramifications. Our only recourse at this point is action. NIRA President Edward M. Bruno urges NIRA members to send letters and telegrams to their Congressmen and to the President pointing out the importance of recreation in the lives of American workers today.

Associate Profiles,

Continued from page 23

programs provide full activity for wives and families while the men are in session."

Through this sales approach, NCL strives to keep its three ships—M/S Starward, M/S Skyward and M/S Southward—near capacity throughout the year.

Each offers a separate itinerary. M/S Starward goes on seven-day cruises to Port-au-Prince, Port Antonio, Montego Bay and Nassau; M/S Skyward has a week-long run to Cap Haitien, San Juan, St. Thomas and Nassau. Ten ports in 14 days are on the winter schedule of M/S Southward including Curacao, Caracas (La Guaira), Grenada, Barbados, Martinique, St. Maarten, San Juan, St. Thomas, Puerto Plata and Nassau.

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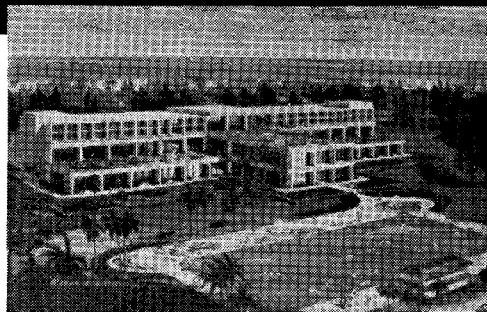
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SHOLA LEWIS, SALES DIRECTOR

December, 1973

new products

1. new material for signs

KAL-LITE is an excellent material to be used for signs, made of a high-grade, fiberglass reinforced plastic material that can withstand erratic changes in temperature and physical shocks.

Normally supplied in a translucent white color, there are other colors available as "standard."

KAL-LITE has a high degree of reflection from its surface, yet the fiberglass reinforcement diffuses the reflected light to the extent that there is no glare from the surface.

Painting is easy with any of the regular paints available. And the KAL-LITE sheet is easy and fast to install using glue, nails or screws and the same tools required to install any wood panel.

2. family outdoor yard games

These new family outdoor yard games have been introduced representing game concepts and components never before available on the market.

The Bola-Rang incorporates a plastic boomerang shaped throwing device which snags a standing rope target to score.

Wicket-Ball uses a patented swinging gate wicket as a target. The wickets are set up like bowling pins and croquet type balls are rolled through the wickets to score.

Bola-Ball is an exciting throw-

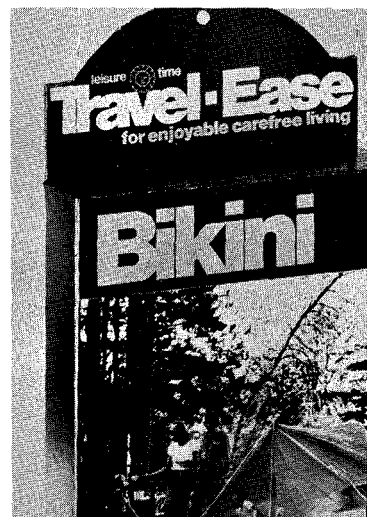
ing game in which two rubber balls connected by a plastic rope are thrown at and wrapped around a stake to score. The throwing device was developed from the South American gaucho lasso called a Bolo.



3. disposable item for the camper

Travel in ease and "throw away style" with Travel Ease, a line of travel/camping disposables. All of the "fabric-like" necessities are 100 per cent rayon and include sheets and pillowcases, table cloths, dish towels, cloths, bath and face towels, swim trunks and suits and beach smocks.

Also introduced are Travel-Ease weekender sets composed of disposable sleep and cook items for the traveler or camper who takes periodic trips. And as part of the Travel-Ease line, is a Dispo-A-Grill, a disposable barbecue grill complete with charcoal-ready to light.



4. aluminum backboard

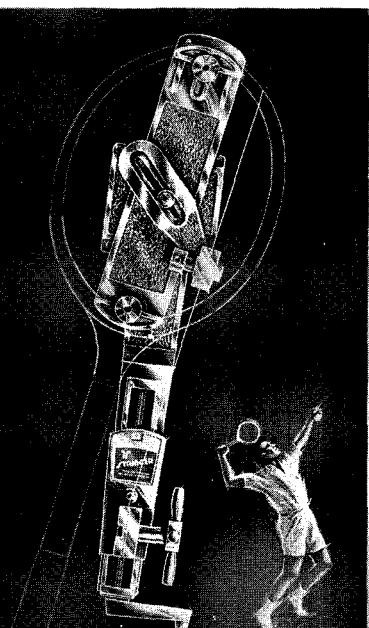
A durable, maintenance casting aluminum backboard with a lifetime guarantee is available when used with a set of permanent and portable door basketball backstops. The new official-size backboard will not rust, splinter or shatter and never needs painting.

It has a smooth, flat and rebound surface that is free of holes, protruding hardware and is dirt and mar resistant. It is especially recommended for extended outdoor exposure as atmospheric corrosion can be a problem.

5. racquet stringer

Tennis buffs may now string their racquets with no effort at all with this new easy to use racquet stringer.

The stringer has been designed for professional, school and home use, and has been field tested for two years by amateurs and professional tennis players.

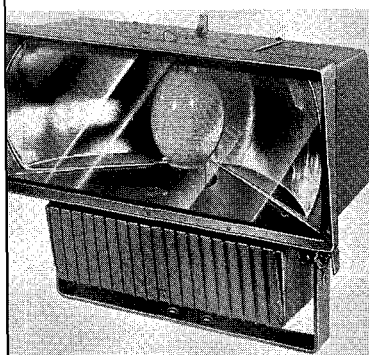


floodlights for lighting area-sports

Heavy duty Magnuliter series flood lights are designed for efficient performance, easy installation and maintenance in a variety of sports and area lighting applications.

The floodlights can be used to illuminate ball parks, tennis courts, recreation areas, parking areas and building facades.

They are available in a variety of wide beam applications using a broad range of efficient HDL light sources, mercury, metal halide and high pressure sodium.



7. locks for sporting guns

A unique way to protect your guns from theft or damage is to use a vertical, horizontal and box type gun lock.

Complete units are now available which are easy to install and adjust to accommodate shotguns, rifles and carbines.

The locks operate electrically (6 or 12 volt ignition system) or with a key, and the locks may be mounted on front or back seat, in the trunk or on the dash panel of any vehicle.

8. "cordless conversation"

A "hands free" telephone has been introduced which features a major improvement in sound fidelity.

The Speakerphone has been designed for installation on any telephone line, with standard tel-

ephones or with key sets. It is perfect for normal two-way and group conversations.

Ideal for the office, the phone frees hands for writing memos, going through price sheets, catalogs, files and so forth.

It is simple to install, is low in cost and attractive in design.



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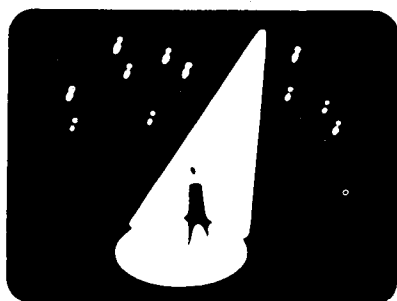
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continued from page 60

wherever you go, hospitality so rare in today's world.

In West Africa the traveler may see the ancient castles dating back to Columbus, along the Ghanian coast; the village on stilts in the middle of a lake (where villagers seldom tread on dry land) at Ganvie in Kahomey, and the island of Goree in Senegal. You can stay in surprisingly modern, luxurious hotels such as Abidjan on the Ivory Coast.

In selecting a local hotel, there is always a tendency to be cautious. Where there is a choice, a local hotel is often the only place to stay on a budget. Generally speaking, depending on the area visited, bed and breakfast can cost about \$15 per night (with bath or shower). Meals can be extremely cheap if the *table d'hote* menu is used. Many African hotels offer buffet style luncheons where you can eat your fill at a moderate cost.

Africa is a big subject and an enormous continent—three and one-half times the size of the continental U.S. It is a subject which cannot be described in detail in an article such as this, but is a place where everyone should see and can afford to see for themselves.

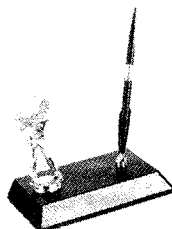
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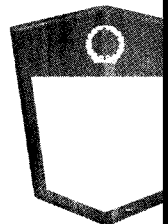


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and look forward to another year
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